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³ FINAL REPORT,
ORGANIZATION AND CLASSIFICATION SURVEY
OF THE
POULTRY BRANCH,
PRODUCTION AND MARKETING ADMINISTRATION.

PREPARED BY
BUDGET AND MANAGEMENT BRANCH
APRIL, 1948

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UNITED STATES DEPARTMENT OF AGRICULTURE
PRODUCTION AND MARKETING ADMINISTRATION

April 30, 1948

To: Administrator, Production and Marketing Administration

From: Director, Budget and Management Branch

Subject: Report of Survey of Organization and Classification of the Poultry Branch and Summary of Results

Enclosed is the final report of the survey of organization and position classification of the Poultry Branch. The first section of this final report summarizes results of the survey and is followed by the formal report transmitted to the Poultry Branch for their consideration. Part I of the report submitted to the Branch summarizes the conclusions and recommendations; Part II is a narrative description of the programs, organization and activities of the Branch at the time of the survey in December, 1947; Part III contains the analysis of organization and recommendations; and Part IV is a preliminary analysis of position classifications. The exhibits contained in the appendix to the report and in a separate attachment supplement the factual statements and analysis in the text of summary statements and the report itself.

The survey covered the various objectives outlined in your memorandum of August 21, 1947, namely to determine (1) whether present organization is in line with program responsibilities, (2) whether functions overlap within the Poultry Branch or between the Poultry Branch and other branches and agencies, (3) the necessity for further reassignment of functions of the Poultry Branch to carry out the overall realignment of PMA's organization announced in Secretary's Memorandum 1188 and PMA Instruction 111.1 (4) whether the present number of employees is in line with work load, and (5) necessary revisions of position classifications to reflect changes resulting from prior organizational and program shifts or resulting from the present survey. Attention has also been given to questions or problem areas applying especially or solely to the Poultry Branch. These include:

- (1) Necessity for a separate Poultry Branch.

Assuming continuation of a separate Poultry Branch: -

- (2) Desirability of consolidating the two divisions which are concerned with price support and supply programs.
- (3) Organizational adjustments to provide for expanded research programs under the Research and Marketing Act of 1946.
- (4) Necessity for continuing present Poultry Branch area offices.
- (5) Desirability of transferring to the Poultry Branch responsibility for poultry market news and inspection and grading functions now administered by the Dairy Branch. (Findings and recommendations on this point will be submitted on completion of the survey requested in your memorandum of April 8, 1948, addressed to the Assistant Administrator for Marketing and the Directors of the Dairy, Poultry and Marketing Research Branches.)

The Poultry Branch has taken action to carry out the principal recommendations contained in the accompanying report. The Director of the Poultry Branch has reviewed and approved the report in a memorandum which stated in part:

"We feel that this analysis, together with the recommendations which it contains, is most constructive and will be helpful both from the standpoint of the Branch and the Administration in contributing greater efficiency to our operations."

In approving the report, the Director of the Poultry Branch raised one major question, namely, the advisability of transferring responsibility for certain field purchases and sales of poultry and poultry products from the Poultry Branch area offices to the CCC field offices. His memorandum indicated, however, that the CCC field offices might be assigned responsibility for fiscal and shipping and storage operations but that the commodity transactions should be reviewed by the Poultry Branch area representatives. On the basis of an informal discussion with a representative of the Office of the Assistant Administrator for CCC, it appears that this proposal of the Poultry Branch would be acceptable.

Since it has been determined that the Poultry Branch area offices will be continued and will be in position to render commodity assistance to the CCC field offices in the event certain procurement and sales activities are assigned to these offices, the following assignment of responsibility appears to be a workable arrangement pending final review and determination of the question of decentralizing the Branch's procurement and sales operations:

- (1) CCC field offices would receive and tabulate offers and refer them to the Poultry Branch area offices for acceptance.
- (2) Following acceptance, the CCC field offices would be responsible for carrying out contract terms including movement, warehousing, accounting and other aspects of procurement and sales operations.

Final review and determination of this and longer-range questions on centralized or decentralized operations are responsibilities of the Assistant Administrator for CCC and your office, and cannot be resolved in connection with the current survey of the Branch.

On an informal basis, the Poultry Branch has discussed with the survey staff a few additional recommendations such as the elimination of detailed historical files of warehouse reports. The

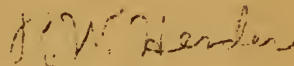
views of the Branch and action taken on all these recommendations are contained in the following section of the report describing the results of the survey.

Subsequent to the completion of the final survey report, the Poultry Branch has requested the Budget and Management Branch to provide funds for the establishment of an area office for the Northeastern States. Field work for these States is at present carried out by the Assistant Branch Director who devotes a very small percentage of his time to it. The survey covered only the question of whether the existing four area offices should be continued. It is recommended that final consideration of the Branch request to establish an area office in New York City be withheld pending completion of the supplementary study of poultry market news and inspection and grading services.

The results of the survey have been summarized from the standpoint of (1) organization and management, and (2) position classifications. The summary statement outlining results of the survey from the standpoint of organization and management is contained in the following section of the accompanying report. The statement on position classification accomplishments will be prepared and incorporated in this report upon completion of the review of proposed position classifications by the Department and the Civil Service Commission.

Copies of this report and supplementary material are being furnished the Poultry Branch, the Offices of the Assistant Administrators and the several divisions of the Budget and Management Branch for their information and use in connection with their respective programs and responsibilities.

Attachment



Robert W. Herder

FINAL REPORT
ORGANIZATION AND CLASSIFICATION SURVEY
OF THE
POULTRY BRANCH
PRODUCTION AND MARKETING ADMINISTRATION

Prepared by Budget and Management Branch
April, 1948

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SUMMARY STATEMENT OUTLINING RESULTS OF SURVEY

POULTRY BRANCH

A. ORGANIZATION AND MANAGEMENT ACCOMPLISHMENTS

This statement of survey accomplishments relates mainly to the organization and management recommendations contained in Part I of the formal report transmitted to the Poultry Branch. Also included in this statement are results of discussions held subsequent to approval of the above-mentioned major recommendations for the purpose of installing the recommendations.

These subsequent discussions were initiated by the survey staff and were attended in addition by the Associate Director of the Poultry Branch and by the various division chiefs. During the discussions the assignments of all personnel were reviewed in relation to the new organization pattern and in relation to shifts of program responsibility. Where functions and activities had been transferred from one division to another, the division chiefs were requested to allocate the time of the individual employees to the remaining or newly assigned activities. Seven employees were transferred from old divisions to the new Research Division and their time was adjusted accordingly. (As pointed out later, this policy of maximum utilization of existing personnel has resulted in some manpower saving.) Work assignments of personnel not affected by personnel changes were also reviewed to make sure that proper emphasis is being given to each assigned program responsibility.

The following sections of this statement are arranged in accordance with the survey objectives outlined in the memorandum of the Deputy Administrator dated August 21, 1947.

OBJECTIVE 1. Determine whether present organization is in line with program responsibilities and adequate to carry out these responsibilities.

In order to determine whether the organization was in line with program responsibilities and adequate to carry out these responsibilities, analysis was made of the following subsidiary questions.

a. Should the Poultry Branch be continued as a separate Branch of PMA?

The report concluded that the Poultry Branch should continue as a unit separate from the Dairy Branch and other PMA branches. There were several reasons for this conclusion. (1) The dairy trade and poultry trade are no longer as closely related as they once were. It is reported that the so-called

"butter and egg" men have begun to specialize in one or the other of these commodities. (2) Although the poultry industry is not as large as the dairy or the livestock industries, it is equally as complex since it involves a large number of small producers. (3) Experience has shown that a combined dairy and poultry branch tends to underemphasize one group of commodities or the other, depending on the background and interests of the branch director and other key personnel. (4) Establishment of a separate Poultry Branch was recommended in 1945 by the Eisenhower Committee (established to recommend necessary changes in Departmental organization) after consideration of industry views and other factors. (5) A separate Poultry Branch is certainly consistent with the commodity form of organization of PMA.

The continuation of a separate Poultry Branch has been approved by the Deputy Administrator and the Department, and the following questions assume the existence of a separate Poultry Branch.

b. Should the Program Division and the Operations Division be combined?

The Branch agreed with the conclusion, outlined in the report, that the Program Division and Operations Division not be consolidated until the future status of poultry price support, production adjustment, and international and other supply programs has been more definitely established. The Steagall Amendment, which is the basis of poultry price support programs, terminates in December 1948 and although international and other supply programs have not been active for some time, requirements in connection with the European Recovery Program may activate procurement and sales operations.

The proposal not to combine the Program Division and Operations Division has been approved by the Deputy Administrator and the Department.

c. Is the organization adequate to carry out expansion in research programs?

One of the main problems considered during the survey was the adjustment of Branch organization so that increased emphasis would be placed on research. Approximately \$75,500 has been allotted to poultry research projects under the Research and Marketing Act and additional RMA projects are under consideration. In addition, related research is authorized under Marketing Farm Products legislation and some long-range economic research is carried on in order to provide necessary background for other research projects and for price support, production adjustment and supply programs. Several

alternative plans for strengthening research were examined. Some of these were discarded as impractical, but three which seemed more feasible than the others were recommended to the Poultry Branch. Of these three plans, the Branch elected the second alternative which places all research formerly conducted by the Market Practices Division and the Program Division, plus all RMA research, in a new Research Division.

The decision to elect the second alternative has been approved by the Assistant Administrator for Marketing, the Deputy Administrator and the Department.

d. Is the arrangement whereby the Dairy Branch administers poultry market news and inspection and grading services satisfactory?

Although the Poultry Branch was separated from the Dairy Branch at the time PMA was established, the Poultry Branch was not assigned administrative responsibility for poultry market news and inspection and grading services. The Poultry Branch does, of course, participate in the formulation of policy for these services, but the Branch is not satisfied with this arrangement. In accordance with the Deputy Administrator's Memorandum of April 8, 1948, this question will be reviewed by the Budget and Management Branch and the Fiscal Branch, in collaboration with the Office of the Assistant Administrator for Marketing and the Directors of the Dairy, Poultry and Marketing Research Branches. A proposed outline for this survey has been worked out and is included as Exhibit 13 of the accompanying report. On April 16, 1948, the Director of the Poultry Branch commented on the proposed survey outline developed by the Budget and Management Branch as follows:

"We heartily concur in your recommendation for this proposed survey for the following reasons:

- (1) A simplification of the present complicated organizational structure is obviously needed.
- (2) The various types of agreements should be studied with a view to the possibility of achieving more standardization, simplicity and uniformity.
- (3) Clearer and simpler lines of authority, functional relationships, and responsibility should be studied.
- (4) Methods for achieving better service at lower cost should be analyzed.

- (5) The present methods of accounting and controlling funds should be studied to determine if modernization and improvement can be made.
- (6) We concur with your suggestion for a study to determine the feasibility of separating all or part of the poultry and poultry products inspection and grading work, and transferring poultry segments of the work to the Poultry Branch. We recognize that such action at the outset might add somewhat to the cost of operation. However, we believe that over the next few years it would result in more efficiency, a wider use of the service, and in the end a larger return to the Treasury of the United States.

"We have long been aware of the needs for a study such as you propose. However, after reviewing your report we have an even stronger conviction that the situations referred to should be analyzed and reported as soon as possible."

Pending completion of this supplementary survey, the Poultry Branch has accepted the recommendation that it currently review the poultry market news and inspection and grading services to make sure that policies formulated by the Poultry Branch are being carried out.

e. Should the area offices of the Branch be continued?

The area offices of the Poultry Branch have served a useful purpose. Their usefulness should increase with the expansion of research work requiring field activity and coordination of Branch research with regional research projects carried out by State experiment stations. The Branch accepted the recommendation that the area offices be continued as long as the Poultry Branch has no other field offices, and this recommendation has also been approved by the Deputy Administrator and the Department.

f. What type of internal organization does the Office of the Branch Director require for its various activities?

As recommended in the report, there will be some specialization among individual staff members in the Immediate Office of the Branch Director. The Associate Director will give overall supervision to the Research Division and Operations Division (now the Commodity Operations Division). In addition he will be concerned with program planning and, for the time being at least, will serve as Acting Chief of the

Program Division (now the Commodity Programs Division). The Assistant Director will continue to concern himself with field problems and he will also guide and assist the Marketing Services Division.

As far as individual activities are concerned, more emphasis will be placed on research, committee representation and trade relations and less emphasis will be placed on field coordination. The other major activity "program formulation and execution" will be slightly, but not significantly less than it was at the time of the survey.

With minor variations, personnel in the administrative group of the Branch Director's Office will continue to divide their time among the various management services activities about as they did when the survey was made. It should be noted, however, that as the research program of the Branch expands, the administrative work load may become heavier.

g. What type of internal organization does the Program Division require for its various activities?

The Program Division (now the Commodity Programs Division) has lost its long-range economic research to the new Research Division. Four persons, including the Chief of the Division and his secretary, have been transferred to the Research Division and, for the present, the position of Chief of the Commodity Programs Division and secretary to the chief will not be filled on a full-time basis. The acting chief will be the Associate Director of the Branch.

As recommended in the report, the division will continue to function without sections, but with some specialization among individuals. Statistical work is a clear-cut functional specialty. There will be commodity specialization on eggs, poultry and turkeys and in addition some specialization on day-to-day economic analysis, including the analysis which is basic to production goals planning. The specialization on economic analysis is a modification of the recommendation in the report, to the effect that production goals planning work should be a responsibility of the appropriate commodity specialists. The several areas of specialization will be somewhat flexible so that personnel can be shifted from one to the other, if the necessity arises. (The internal structure of the Commodity Programs Division has been approved by the Budget and Management Branch and the Department as well as the Poultry Branch.)

The emphasis on individual activities has changed somewhat since the survey was initiated in December, 1947. Poultry supply programs have been negligible in recent months but the passage of the European Recovery Program may involve increased activity in this field. Planning the disposal of CCC stocks and review of program results will be done by the Associate Director of the Branch. Increased emphasis will be placed on policy and program formulation and on current economic analysis, statistical services, and production goals planning. Production goals planning and related work has received impetus recently as a result of the voluntary conservation measures authorized by the Taft Anti-Inflation legislation - Public Law 395. Since December 1947, when the survey was conducted, the staff of the Commodity Programs Division has cooperated with the Bureau of Agricultural Economics and with the Office of Food and Feed Conservation to work out a voluntary agreement for reducing the output of baby chicks.

Other activities, which include docket and bulletin preparation, industry and other relationships, special assignments, and administrative services, will receive less emphasis than they did formerly. Most of the administrative services for the division will be provided by the Branch Director's Office.

h. What type of internal organization does the Operations Division require for its various activities?

The Operations Division (now the Commodity Operations Division) will continue to function about as it has in the past, except that the Contracts and Abstracts Section, Records and Reports Section, and Claims Section have been formalized in accordance with survey recommendations. (This sectional arrangement has been approved by the Budget and Management Branch and the Department as well as the Poultry Branch.) The division has proposed that the head of the Records and Reports Section be assigned to the Office of the Division Chief to prepare detailed operating procedures.

Shifting the Chief of the Records and Reports Section deemphasizes to some extent the records and reports activity. In the future more time will be spent on planning and direction of divisional activities and less time on house-keeping work. The time formerly devoted to export and import programs is being distributed to other activities. Purchase, sales and service operations, claims, renegotiations, inventory management and relationships will be given about the same emphasis which they have received in the past.

i. What type of internal organization does the Research Division require for its various activities?

The new Research Division, established as a result of recommendations in the accompanying report, is rapidly expanding in order to discharge Branch responsibilities for research authorized by the Research and Marketing Act, Marketing Farm Products, and other legislation. In addition to the Office of the Chief, the division will have a Research Projects Staff and a Records and Clerical Services Section. The Research Projects Staff will be concerned with three major work areas, each headed by a research specialist at the CAF-13 or P-6 level. One of these areas of research is based on eggs, another on poultry meat and a third on technology and marketing practices. Many of the personnel below the CAF-13 or P-6 level will be shifted from one work area to another to the extent that their qualifications permit. Statistical activities of a clerical nature will be concentrated in the Records and Clerical Services Section, which will perform work for the entire Research Projects Staff. The statistical clerks are being assigned to a separate section so they can be fully utilized at all times. The head of this section will arrange for scheduling the assignment of clerks to those research projects requiring clerical assistance. (The internal structure of the Research Division has been approved by the Budget and Management Branch and the Department as well as the Poultry Branch.)

At the present time, 15 persons have been assigned to the Research Division. Naturally enough, principal emphasis is being placed on the activities entitled "research studies and investigations" and "preparation of findings resulting from research". "Industry and other relationships" and "laboratory operations and supervision" will each absorb about 75% of one man-year and "policy and program formulation" will account for about one man-year. As now planned, only 10% of one man-year will be devoted to office services work.

j. What type of internal organization does the Marketing Services Division require for its various activities?

Research activities formerly conducted by the Market Practices Division (now the Marketing Services Division), have been transferred to the Research Division, and the Marketing Services Division will retain responsibility for the application of the results of research through educational and other means. Research transferred out of the division accounted for about three man-years at the time of the survey. On this basis it might be expected that the Marketing Services Division could operate with three people less than its former staff, or in other words with nine rather than 12 employees. Such is not the case, however, for the following reasons:

- (1) Research was not concentrated in three individuals, but was scattered among several.
- (2) The Branch intends to expand its educational and informational services, which were somewhat curtailed during the war.
- (3) The division is responsible for promulgating the results of research, and research is definitely an expanding program.

Although the assistant chief of the division and his secretary have been transferred to the Research Division, it is planned to refill these positions. It is also planned to replace a CAF-9 marketing specialist, who transferred to the Chicago office and to hire one additional person for a total of 13 employees in the division.

The additional manpower available for service activities is being assigned primarily to two work areas, one on the preparation and promulgation of standards and grades and the other on the promotion of quality conservation and improved market practices. These two work areas will not be sectionalized and, on occasion, personnel may be shifted from one work area to another. (The internal structure of the Marketing Services Division has been approved by the Budget and Management Branch and the Department as well as the Poultry Branch.)

Although personnel may be shifted from one work area to another, an effort has been made in assigning time to individual activities to achieve maximum specialization. As pointed out in the accompanying report, one difficulty with the former Market Practices Division was the lack of specialization. Under the revised organization and work assignment plan, 3.6 man-years have been assigned to the preparation and promulgation of standards, which is almost double the original figure. About 3.2 man-years have been assigned to quality conservation and improved market practices, an item which was not originally listed as a separate activity in conducting the survey. Other activities which center around these basic activities also receive greater emphasis.

Time assigned to container testing and laboratory supervision will remain about the same, but somewhat less time has been allotted to background information (operational aids), industry and other relationships and office services.

k. Are efforts being made to obtain producer representation in policy and program formulation?

The Poultry Branch will continue to obtain the views of PMA State and county offices in connection with program

planning. One channel for obtaining these views is the Poultry Advisory Committee of representative PMA State Chairmen.

OBJECTIVE 2. Determine whether functions overlap within the Poultry Branch or between the Poultry Branch and other agencies?

The necessity for detailed historical files of warehouse reports in the Commodity Operations Division may be questioned as long as similar information is available in the Shipping and Storage Branch. However, the Chief of the Commodity Operations Division indicated that he did not wish to discontinue these files.

No other examples of overlapping and duplication were noted.

OBJECTIVE 3. Determine the necessity for further re-assignment of functions of the Poultry Branch to carry out the overall realignment of PMA's organization as announced in Secretary's Memorandum 1188 and PMA Instruction 111.1.

The necessity for further reassignment of functions is based largely on the relationship of the Poultry Branch to the CCC field offices. Two subsidiary questions were analyzed in connection with this objective, namely:

a. Should purchase and sales operations now performed by the Washington office of the Poultry Branch be decentralized to CCC field offices?

The decentralization to CCC field offices of purchase and sales operations now performed by the Washington office of the Poultry Branch (Commodity Operations Division) is a question for review by the Office of the Assistant Administrator for CCC. Informal discussions with the Branch indicate that the Branch has doubts as to the feasibility of this proposal.

b. Should the area offices continue to be responsible for certain purchase and sales operations in view of the establishment of CCC field offices?

The Poultry Branch has agreed substantially to the recommendation contained in the accompanying report that purchase and sales responsibilities of the area offices be transferred to CCC field offices subject to the condition that the Poultry Branch area offices be used in certain commodity merchandizing operations. The Poultry Branch Director has stated: -

".....it would be our recommendation in the event purchase and sales are made through CCC field offices that such transactions come through and be cleared by the Poultry Branch area representatives. Such functions as payment, shipping, storage, etc., could be handled by the CCC field offices."

This proposal was discussed informally with and approved by the Deputy Assistant Administrator for CCC.

OBJECTIVE 4. Determine whether the number of present employees is in line with work load.

The effective staff of the Commodity Programs Division is being reduced by two employees chiefly because of the transfer of long-range economic research programs to the Research Division. The Commodity Operations Division is down to a so-called standby or maintenance staff of 15 employees. The possibility of further reductions in the personnel of these two divisions should be reviewed at the beginning of the fiscal year 1949 or as soon as the future of poultry price support and international and other supply programs is definitely established. The question of reductions in personnel that might be effected in the event procurement and sales operations now carried out by the Washington office of the Branch are decentralized to the CCC field offices should be reviewed at the time such a determination is made.

Research programs have expanded sufficiently to justify a total staff of between 15 and 20 employees and more personnel if additional research projects are approved. At the present time the new Research Division has a staff of 14 employees, but only about half of these are new appointments. As a result of the revised Branch organization it has been possible to obtain some of the necessary research personnel from other divisions of the Branch, a process which has resulted in a net saving because the positions formerly occupied by some of the transferrees will not be filled.

The quality of marketing service programs (education and information) could be improved if between three and four man-years of additional time were spent on them. Most of this additional time can be obtained through realignment of work assignments of present personnel. The new Marketing Services Division is proposing a staff of 13. The Branch has reviewed work assignments of employees of this Division and provided for placing desired emphasis and improvement in the marketing service programs.

Otherwise the present number of personnel seems generally to be consistent with the volume of work. As other Branch surveys are completed, providing work load data for comparison

with similar activities of the Poultry Branch, a more complete work load analysis will be made by the Budget and Management Branch. No change is being made in the number of permanent personnel in the area offices or in the Office of the Branch Director.

EMPLOYEE SUGGESTIONS MADE DURING THE SURVEY AND ACTION TAKEN ON THESE SUGGESTIONS

The questionnaires completed by employees of the Poultry Branch during the survey permitted the employees to make suggestions for improving or simplifying their work or the work of their offices.

Of the fifteen suggestions, one appears to be feasible and should be formally submitted by the employee in accordance with PMA instructions governing consideration of employee suggestions. This suggestion, by the Secretary to the Chief of the Market Practices Division (now Marketing Services Division), proposed a more extensive use of addressograph plates and greater care in the selection of envelopes to avoid the extra time required for folding the enclosures. The Branch Director has indicated his general approval of this suggestion.

A suggestion by an employee of the Program Division (now Commodity Programs Division) should be explored further by the Branch. This employee suggested that a PMA pool be utilized for answering correspondence by means of form letters. The objective of this suggestion is to relieve professional personnel of time consuming detail and to permit them to give more attention to their professional duties. Form letters should be used wherever they would save a considerable amount of time, but a question may be raised whether an overall PMA pool could be charged with responsibility for determining the proper form reply to program correspondence. If, upon further examination, the employee or Branch feels that the use of form letters should be expanded and that a PMA pool could be utilized, the suggestion should be submitted for overall PMA consideration in accordance with PMA instructions.

The other suggestions will be discussed briefly although none of these requires action not already taken or planned.

The Director, Associate Director and Assistant Director proposed that a separate Research Division be established. The proposal was reviewed during the survey and a satisfactory plan for organizing research programs was developed. The final plan incorporated some of the ideas of these Branch officials and some of the recommendations of the survey team.

The Director, Associate Director and Assistant Director also proposed that administrative responsibility for poultry inspection and grading activities be transferred from the Dairy Branch to the Poultry Branch but, as stated in the report; action will be delayed until a survey of dairy and poultry inspection and grading and market news field offices can be completed..

The Branch Director indicated that it is difficult to process dockets, purchase announcements, etc. because so many clearances are necessary and he suggested that the procedure be simplified. In this same connection an employee of the Operations Division (now Commodity Operations Division) suggested that a clearer procedure be prepared covering the proper handling of contracts and contract documents including performance bonds. The first of these suggestions is receiving attention from an overall PMA standpoint, through the efforts of the Price Support and Foreign Supply Branch. The Price Support and Foreign Supply Branch is scheduling meetings, attended by various PMA officials, for the purpose of discussing and clearing program dockets. Work is now in process to develop and issue standard contract procedures. This work was initiated independently of the employee suggestion.

The same employee of the Program Division (now Commodity Programs Division) who suggested the correspondence pool arrangement also suggested certain expansion in Branch research programs. The suggestion appears to be covered by newly authorized research projects and the planning of additional projects under the Research and Marketing Act.

The Chief of the Market Practices Division (now Marketing Services Division) suggested various items pertaining largely to this particular survey. These suggestions are already incorporated in survey procedures.

The area representative in Dallas suggested a consolidation of PMA field offices in the interest of greater efficiency and decreased cost. Consideration is currently being given to maximum integration of field offices not only within PMA but in the Department as a whole.

NOTE: - Survey results, based on recommendations contained in Part I of the formal report, are summarized in tabular form on the following pages entitled "Summary of Survey Objectives and Subsidiary Questions, Conclusions and Recommendations and Action Taken on these Recommendations". Survey accomplishments resulting from realigning work assignments of individual employees, as set forth in the opening paragraph of this statement,

are recorded on summary sheets entitled "Summary of Work Assignments on Basis of Revised Organization Charts by Employee, Function and/or Activity". These summary sheets are included in the separate binder entitled "Branch and Divisional Summary Sheets".



ORGANIZATION AND CLASSIFICATION SURVEY - POULTRY BRANCH

Summary of Survey Objectives and Subsidiary Questions, Conclusions and Recommendations and Action Taken on These Recommendations

SURVEY OBJECTIVES AND SUBSIDIARY QUESTIONS

OBJECTIVE 1

Determine whether present organization is in line with program responsibilities and is adequate to carry out these responsibilities.

Subsidiary Questions

(a) *Should the Poultry Branch be continued as a separate unit of PMA?*

The following questions are concerned with the relationship between internal Branch organization and program responsibilities of the Branch. They assume the continuation of a separate Poultry Branch.

(b) *Should the Program Division and the Operations Division be combined?*

(c) *Is present organization adequate to carry out expansion in research programs?*

CONCLUSIONS AND RECOMMENDATIONS

Continuation of the Poultry Branch as a separate unit of PMA will assure, from an organizational standpoint, adequate emphasis on poultry price support and production adjustment programs, international and other supply programs and marketing research and related service programs.

The volume of poultry price support and international and other supply programs is small at the present time giving rise to the possibility that the Program Division and Operations Division, which administer these programs might be consolidated. It is recommended, however, that these divisions not be consolidated until the future of poultry price support and supply programs is known. This information should be available prior to the fiscal year 1949.

Three alternative plans for placing increased emphasis on research are generally feasible.

- (1) Alternative 1 would place all research in one division along with the marketing service functions of the Poultry Branch.
- (2) Alternative 2 would place all research in a new Research Division leaving marketing service (educational) functions in the Market Practices Division. (The name of the Market Practices Division would be changed to Marketing Services Division.)

ACTION TAKEN ON RECOMMENDATIONS

Accepted by Branch.
Approved by Deputy Administrator and the Department.

Accepted by Branch.
Approved by Deputy Administrator and the Department. (These divisions are now designated "Commodity Programs Division" and "Commodity Operations Division").

Alternative 2 accepted by Branch.
Approved by Assistant Administrator for Marketing, the Deputy Administrator and the Department.

ORGANIZATION AND CLASSIFICATION SURVEY - POULTRY BRANCH (Cont'd)

SURVEY OBJECTIVES AND SUBSIDIARY QUESTIONS

OBJECTIVE 1 (c) (Cont'd)

(d) *Is the present arrangement whereby the Dairy Branch administers poultry market news and inspection and grading services under policy guidance of the Poultry Branch satisfactory?*

(e) *Should the present area offices of the Branch be continued?*

(f) *To what extent is specialization desirable among key personnel in the immediate office of the Branch Director?*

(g) *What type of internal organization structure does the Program Division require to carry out its assigned responsibilities?*

(h) *What type of internal organization structure does the Operations Division require to carry out its assigned responsibilities?*

(i) *What type of internal organization does the Research Division require to carry out its assigned responsibilities?*

CONCLUSIONS AND RECOMMENDATIONS

(3) Alternative 3 would place all research except standardization research, in a new Research Division, leaving standardization research and marketing service (educational) functions in the Market Practices Division.

Through observation and checking, the Poultry Branch, should make certain that the Dairy Branch maintains high standards of performance in the administration of poultry market news and inspection and grading services. Whether these services should continue to be administered by the Dairy Branch will be the subject of a supplementary study.

It is proposed to continue the Poultry Branch area offices, as long as the Branch has no other field offices.

Some specialization among individuals in the Office of the Branch Director continues to be desirable. The Associate Director should emphasize program matters including leadership in formulating and conducting research. The Assistant Director should concern himself with the coordination of field activities and with representation for the Northeastern States.

No formal internal organization structure is needed within the Program Division although it is desirable to continue some specialization in statistics and specialization by commodity so far as economic analysis and program planning are concerned. Production goals planning, formerly a specialized assignment should be assigned to the appropriate commodity specialist.

The following sections of the Operations Division should be formalized:

Contracts and Abstracts
Records and Reports
Claims

Largely on the basis of informal discussions with the Poultry Branch (following acceptance of the overall research proposal), it is recommended that the new Research Division con-

ACTION TAKEN ON RECOMMENDATIONS

Accepted by Branch.
Supplementary study approved by Deputy Administrator on April 8, 1948.

Accepted by Branch.
Approved by Deputy Administrator and the Department.

Generally accepted by Branch.
In addition to field coordination the Assistant Director will exercise general supervision over the Marketing Services Division

Generally accepted by Branch.
The Branch objects, however, to assignment of all production goals planning to the commodity specialists. (The Program Division is now called "Commodity Programs Division").

Accepted by Branch.
Approved by Budget and Management Branch and the Department. (The Operations Division is now called "Commodity Operations Division").

Accepted by Branch.
Approved by Budget and Management Branch and the Department.

ORGANIZATION AND CLASSIFICATION SURVEY - POULTRY BRANCH (Cont'd)

SURVEY OBJECTIVES AND SUBSIDIARY QUESTIONS

OBJECTIVE 1 (i) (Cont'd)

(j) *What type of internal organization structure does the Marketing Services Division require to carry out its assigned responsibilities?*

(k) *Are efforts being made to obtain producer representation in policy and program formulation?*

OBJECTIVE 2

Determine whether functions overlap within the Poultry Branch or between the Poultry Branch and other agencies.

OBJECTIVE 3

Determine the necessity for further reassignment of functions of the Poultry Branch to carry out the overall realignment of PMA's organization as announced in Secretary's Memorandum 1188 and PMA Instruction 111.1

Subsidiary Questions

(a) *Should procurement and sales operations, now performed by the Washington office, of the Poultry Branch be decentralized to the CCC field offices?*

CONCLUSIONS AND RECOMMENDATIONS

tain a Research Projects Staff (where researchers are assigned on a somewhat flexible basis to areas of work or groups of projects) and a Records and Clerical Services Section (made up of statistical clerks who service the entire division).

Largely on the basis of informal discussions with the Poultry Branch (following acceptance of the overall proposal for strengthening research organization), it is recommended that the Marketing Services Division not be sectionalized but that the individual employees specialize to a greater degree than they have in the past.

Recent efforts of the Poultry Branch to obtain producer representation in policy and program formulation, particularly through PMA State and county offices, are to be commended and extended wherever possible.

The necessity for detailed historical files of warehouse reports in the Operations Division, may be questioned as long as similar information is available in the Shipping and Storage Branch.

The longer range question of decentralizing procurement and sales operations from the Washington office of the Poultry Branch to the CCC field offices should be reviewed by the Assistant Administrator for CCC and a determination made as to the possibility of effecting such a decentralization.

ACTION TAKEN ON RECOMMENDATIONS

Accepted by Branch.
Approved by the Budget and Management Branch and the Department.

Accepted by Branch.

Not accepted by Branch.

Informally discussed with Branch officials and Deputy Assistant Administrator for CCC. Further action should be initiated by the Assistant Administrator for CCC.

ORGANIZATION AND CLASSIFICATION SURVEY - POULTRY BRANCH (Cont'd)

SURVEY OBJECTIVES AND SUBSIDIARY QUESTIONS

OBJECTIVE 3 (Cont'd)

- (b) *Should the area offices continue to be responsible for certain purchase and sales operations in view of the establishment of CCC field offices?*

OBJECTIVE 4

Determine whether the number of present employees is in line with work load.

CONCLUSIONS AND RECOMMENDATIONS

The purchase and sales responsibility of the Poultry Branch area offices should be transferred to the CCC field offices, subject to the condition that the Poultry Branch area offices be utilized in certain commodity merchandizing operations.

- (a) The possibility of reducing personnel in the Program Division and Operations Division should be reviewed at the beginning of fiscal year 1949 or as soon as the future status of poultry price support and international and other supply programs is definitely established. The question of reductions in personnel that might be effected in the event procurement and sales operations now carried out by the Washington office of the Branch (Operations Division) are decentralized to the CCC field offices should be reviewed at the time such a determination is made.

- (b) Research programs have expanded sufficiently to justify a total staff of between 15 and 20 employees, and it is anticipated that additional research funds will be made available.

- (c) The quality of marketing service programs (education and information) could be improved if between three and four man years of additional time were spent on them. Most of this additional time can be obtained through realignment of work assignments of present personnel.

- (d) Otherwise the present number of personnel seems generally to be consistent with the volume of work. As other Branch surveys are completed, providing work load data for comparison with similar activities of the Poultry Branch, a more complete work load analysis will be made by Budget and Management Branch.

ACTION TAKEN ON RECOMMENDATIONS

Accepted by Branch. Informally discussed with and approved by Deputy Assistant Administrator for CCC.

The effective staff of the Program Division is being reduced by two employees chiefly because of the transfer of long-range economic research programs to the Research Division. The Operations Division is down to a so-called stand-by or "maintenance" staff of 15 employees. (These divisions are now designated "Commodity Programs Division" and "Commodity Operations Division").

Acceptance of research proposal permitted transfer of qualified employees from other divisions to new Research Division with resulting personnel saving.

The new Marketing Services Division is proposing a staff of 13. The Branch has reviewed work assignments of employees of this Division and provided for placing desired emphasis and improvement in the marketing service programs.

No change is being made in the number of permanent personnel in the area offices or Office of the Branch Director.

PART I

CONCLUSIONS AND RECOMMENDATIONS

PART I

CONCLUSIONS AND RECOMMENDATIONS

This report, based on a detailed survey, reviews Poultry Branch programs, functions, activities and organization of the Branch as a whole and by divisions. This report also discusses adequacy of present organizational structure and related position classifications, in terms of present and anticipated programs and responsibilities. Special attention is given to the research programs of the Branch, since it is in this area that the major organizational questions arise. Several alternative plans for organizing research and related programs are discussed. Certain other questions are discussed such as the justification for continuing the Programs Division and the Operations Division as separate units and the necessity for continuing the present area offices of the Branch.

The question whether the Poultry Branch should administer poultry market news and inspection and grading programs has been raised but is not fully answered in this analysis. Poultry market news and inspection and grading services are carried on by the Dairy Branch with policy guidance from the Poultry Branch, and the disposition of these services cannot be determined until the survey of the Dairy Branch has been completed. In the meantime, however, action can be taken on the other points covered by this report.

A. ADEQUACY OF OVERALL BRANCH ORGANIZATION FOR ADMINISTRATION OF PRESENT PROGRAMS.

In terms of organization structure the Washington office of the Poultry Branch includes the Office of the Director, a Market Practices Division, a Program Division and an Operations Division. Current Poultry Branch programs grouped by type include: (1) domestic price support and production adjustment programs (under the Steagall Amendment, Section 32, and Marketing Farm Products legislation), (2) research programs (under Marketing Farm Products legislation, Research and Marketing Act of 1946 and price support authorities), (3) marketing service programs (under Marketing Farm Products legislation).

The Poultry Branch also formulates policy for poultry market news and inspection and grading services administered by the Dairy Branch.

1. Adequacy of Organization for Domestic Price Support, Production Adjustment and International and other Supply Programs. Responsibility for administration of these adjustment programs is divided as follows: Long range and current economic analysis and policy and program formulation are performed by the Program Division and procurement and sales activities incident to price support and international and

other supply programs are carried out by the Operations Division. This organizational arrangement appears, if anything, to be more than adequate for the currently limited volume of operations. Because the future status of poultry price support and international and other supply programs is indefinite, however, consolidation of the Program Division and the Operations Division is not recommended.

2. Adequacy of Organization for Research Programs. Due primarily to the impetus given research in the Poultry Branch by the approval of five projects under the Research and Marketing Act of 1946, Branch organization for conducting the research programs should be strengthened so as to provide adequate direction and coordination of these new projects with existing research and to permit proper emphasis on research in accordance with the objectives of the Research and Marketing Act.

Several plans for organizing research programs of the Branch have been considered, some of which have been discarded as impractical. For example, Research and Marketing Act research is too big a function to be assigned exclusively to the Office of the Branch Director. Placement of research personnel in the Director's Office to conduct newly approved projects would amount to the creation of a research division with one of the officials in the Director's Office as the acting chief. The assignment of new RMA research projects to existing divisions without some organizational adjustment in these divisions might not assure the necessary and desired emphasis.

As a general principle, it can be stated that research of any kind has certain basic similarities, and that the research function should, wherever practical, be carried out by one organizational unit regardless of different legislative authority. It is not recommended, therefore, that the Branch establish a separate division to administer research projects under the Research and Marketing Act and continue the assignment of research under other authorities to the Market Practices Division.

Three alternative possibilities for organizing research in the Branch should be considered.

Under one alternative a Research and Service Division could be established to encompass not only all research but also all marketing service work. To this Division would be assigned programs and personnel of the present Marketing Practices Division as well as newly approved research projects under the Research and Marketing Act, together with basic or long-range economic research incident to administration of domestic price support and adjustment programs now assigned to the Program Division. This alternative brings research together and does not increase the present number of divisions. On the other hand it involves some personnel reassignments and problems incident to reorienting certain personnel.

Under a second alternative a new research division could be established with responsibility for conducting all research outlined under the first alternative but continuing the Marketing Practices Division with responsibility for educational, informational, container testing and other service functions now carried on by the Division. Under this alternative the Marketing Practices Division would lose its research responsibilities which account for three man years. This alternative facilitates adequate research direction and coordination and permits desired emphasis on research. Its main disadvantage lies in the fact that it creates a fourth division in a small branch, reduces the responsibility of the Market Practices Division and involves some reassignment of personnel and related orientation.

Under the third alternative a new research division could be established to administer research presently conducted by the Market Practices Division (except research on standards and grades); RMA research and basic or long range economic research now in the Program Division. The Market Practices Division would retain research on standards and grades and continue to perform its informational and educational functions. This combines closely related commodity research into one division and retains standardization and grading research and related educational service work in the Market Practices Division. This alternative, however, splits research between two divisions and has, in addition, most of the disadvantages of the first and second alternatives.

3. Adequacy of Organization for Marketing Service Programs. The Market Practices Division has sufficiently emphasized marketing service (informational and educational) programs in the past and continuation of marketing service personnel in the Branch, regardless of their organizational location, should assure adequate emphasis on these programs in the future. The Poultry Branch is limited to furnishing the Dairy Branch with general policy and technical guidance in connection with the administration by the Dairy Branch of poultry market news and inspection and grading services. The effectiveness of this arrangement will be reviewed and reported on in the survey of Dairy Branch field organization.

B. ORGANIZATION, STAFFING AND OPERATING RELATIONSHIPS OF THE BRANCH DIRECTOR'S OFFICE AND DIVISIONS OF THE BRANCH

1. Office of the Branch Director. The organization of the Office of the Branch Director is generally satisfactory. Some specialization as between officials below the Branch Director in his immediate office seems desirable. The Assistant Director should continue to be responsible for

coordination of Branch programs as between area offices of the Branch, PMA State offices and CCC field offices with the Associate Director concentrating on activities of the Washington divisions. In addition to this coordinating function the Associate Director should continue to furnish top Branch leadership and direction in formulating and conducting Branch research programs.

2. Program Division. Except for the fact that, under any of the alternative plans for organizing research programs, the Program Division would lose one or two people, the organization of the Division appears adequate. The Division has been operating successfully without formal organization structure below the Division level and should be able to continue to operate effectively on this basis in the future. Present assignment of work to individual employees of the Division is basically sound, i.e., one technical employee is responsible for policy and program recommendations on eggs and another employee carries out similar responsibilities on turkeys and poultry. Present specialization on statistical work should be continued. Production goals work, formerly a responsibility of an employee other than the commodity specialists mentioned above, could, perhaps, be assigned to one or both of the commodity specialists.

3. Operations Division. The Operations Division, which is not affected by the alternatives for organizing research, appears to be adequately organized as long as volume is light. Sections of a sort exist for contracts and abstracts work, records and reports and claims and renegotiations, and it is suggested that these sections be formalized. Procurement and sales policies and decisions are not sectionalized but are carried out in the Division Chief's Office. Should work load increase to a justifiable extent, some of these functions might be assigned to personnel other than the Division Chief.

4. Market Practices Division. Each of the three alternatives for organizing Branch research programs materially affects the Market Practices Division. Under the first alternative, the programs presently assigned to the Division would be consolidated with newly authorized research programs and economic research incident to long-range policy and program formulation. The second and third alternatives would involve reassignment of personnel of the Division and redirection of the Division's activities. In the event the second alternative plan for organizing Branch research programs is adopted, the Market Practices Division should be renamed the Marketing Services Division and be charged with responsibility for, among other functions, developing and carrying out policies and programs in the general field of marketing services. The present assignment

of responsibility to the Dairy Branch for administering poultry market news, grading and inspection services does not and should not relieve the Poultry Branch of responsibility for recommending general and specific policies and operating procedures governing the operation of these service programs. Review and appraisal of the effectiveness of these services, and proposals for improving the services or for extending their coverage should rest in the Poultry Branch insofar as commodities assigned to the Poultry Branch are concerned.

5. Branch Field Offices and Washington Field Relations.

At the time of the survey, the Poultry Branch has four area offices and nine field employees (three in Chicago, two in San Francisco, two in Dallas and two in Atlanta). Responsibilities of these area offices are chiefly of an informational and public relations character. Since these offices perform a useful "eyes and ears" function for the Branch and since the Branch has no other staff for obtaining policy and program recommendations from PMA State offices, CCC field offices and trade representatives and for maintaining trade relationships in the field, it is recommended that the area offices be continued. These offices should be fully utilized in maintaining liaison with the Dairy Branch in its administration of poultry market news, inspection and grading programs and with trade and producer groups concerned with these programs and other research and service programs of the Branch.

6. Relationships with Other Units of PMA and the Trade.

Shipping and storage and fiscal operations for poultry and poultry products are carried out through the Shipping and Storage and Fiscal Branches. These relationships appear to be in accordance with the general pattern of organization of the Production and Marketing Administration. The respective roles of the Poultry Branch and the Shipping and Storage Branch in connection with commodity inventories have been discussed and, after review, appear to follow the assignment of responsibilities for their respective functions. The necessity for the Poultry Branch to maintain detailed historical files of warehouse reports may be questioned as long as similar information is available in the Shipping and Storage Branch.

As previously outlined, the Dairy Branch conducts poultry market news and inspection and grading services under policies and procedures formulated in collaboration with and approved by the Poultry Branch. The administrative feasibility and effectiveness of this arrangement will be reviewed and reported in detail in connection with the survey of the Dairy Branch and its field offices.

Subsequent to the assignment of responsibility for formulating production adjustment policies and programs, the Poultry Branch has established a poultry advisory committee composed of representative State FMA Committee Chairmen. This and other similar efforts to obtain producer representation in policy and program recommendations of the Branch are to be commended and extended wherever possible.

The Poultry Branch, in part through committee representation, makes a conscious effort to develop and maintain sound relations with representatives of other Federal and State agencies and the trade. Proper recognition and prosecution of newly authorized research projects under any of the three alternative plans for organizing research as outlined above should be a further step in maintaining effective relationships with producers and trade groups.

C. ANALYSIS OF POSITION CLASSIFICATION

Questionnaires submitted by employees of the Poultry Branch have been analyzed and their statements of duties and responsibilities compared with their formal position descriptions. A study and evaluation of each questionnaire has revealed that a substantial proportion of the positions would require new duty statements under the organization at the time of the survey, involving grade changes in a few cases, depending on further clarification or additional information on employees' responsibilities. Of the 51 questionnaires received from employees of the Branch in Washington at the time of the survey, it was found that 27 persons or approximately 50 percent of the Branch personnel were working under position descriptions which incorrectly stated their duties and responsibilities. Of the total number of employees in the entire Branch, approximately 15 percent have been estimated to be classified either above or below the grade of the position occupied. Final grade recommendation changes cannot be given at this time since it has been considered inadvisable to confirm questionnaire responses in all questionable cases, with the individuals or their supervisors, until functional alignments and personnel assignments have been completed. Only in a few cases were follow-ups made of questionnaires that required clarification of duty statements for position classification purposes.

PART II

POULTRY BRANCH PROGRAMS AND ORGANIZATION AS OF DATE OF
SURVEY IN DECEMBER 1947

PART II

POULTRY BRANCH PROGRAMS AND ORGANIZATION AS OF DATE OF THE SURVEY
IN DECEMBER 1947A. PROGRAMS ADMINISTERED BY THE POULTRY BRANCH

Programs administered by the Branch include: (1) domestic price support and production adjustment programs, (2) international and other supply programs, (3) wartime and post-war domestic control programs, (4) research and service programs under the Research and Marketing Act of 1946, and (5) marketing research and incidental service programs under authorities prior to the Research and Marketing Act of 1946. It should be noted, however, that Research and Marketing Act research is in the formulative or planning stages and international supply programs are largely inactive. Wartime and post-war domestic control programs have been completely liquidated or are inactive. Exhibit 1 in the appendix to this report outlines the historical development of these programs and the agencies administering them.

1. Domestic Price Support and Production Adjustment Programs

a. Price Support Programs include purchases in order to stabilize prices for poultry and poultry products.

Price support purchases are authorized in large part by the so-called Steagall Amendment (Section 4(a) of the Act of July 1, 1941). This particular authority was first used in the fiscal year 1946 to support the price of eggs and it has been used frequently since. There are no active Steagall purchase operations at the present time although dockets to support prices at not less than agreed upon minima are in effect for eggs, dressed chickens and turkeys. A sales docket is also in effect for frozen eggs acquired in prior years.

Other purchase operations which have the effect of supporting prices are authorized by Section 32 of the Act of August 24, 1935. Poultry programs to encourage the domestic consumption of agricultural commodities under Section 32 have been operative since 1936 when shell eggs were purchased for relief distribution. At present there is one current Section 32 docket which calls for the packaging, transportation and storage of dried powdered eggs for distribution to school lunch programs.

b. Production Adjustment Programs. Although they are conducted on a voluntary, non-compulsory basis, production goals for poultry and eggs have been an important influence since 1942 in adjusting production to requirements and in minimizing the need for price support programs. This work, is carried out as a special project under Marketing Farm Products legislation.

2. International and Other Supply Programs. International and other supply programs which were of major significance throughout the

war period, beginning with Lend-Lease purchase programs in 1941, are now inactive although some eggs acquired in connection with price support programs are being sold to foreign claimants.

3. Wartime and Post-war Domestic Control Programs. Wartime food orders and minimum price and rationing recommendations on poultry and poultry products have been discontinued and no new post-war domestic control programs have taken their place.

4. Research and Service Programs under the Research and Marketing Act of 1946. Poultry Branch research projects under the Research and Marketing Act of 1946 are concerned for the most part with marketing research rather than with service subjects. Some of these projects are still in a developmental stage. Although the act was approved in August 1946, funds were not available until the fiscal year 1948 and then could be allotted to bureaus and branches only on the basis of approved projects.

5. Marketing Research and Service Programs Under Authorities other than the Research and Marketing Act of 1946. This group includes the oldest programs being administered by the Poultry Branch at the present time. However, it does not include the administration of poultry market news and inspection and grading services which are conducted through field offices of the Dairy Branch.

a. Marketing Service Programs of the Poultry Branch include demonstrations and other services such as container testing and the preparation of bulletins and educational materials (particularly those of interest to the consumer). This work is authorized by Marketing Farm Products legislation in the Annual Appropriation Act and less directly by basic authorities granted to the Department of Agriculture by its organic act. Educational services in connection with the marketing of poultry and poultry products had their real beginning in the Bureau of Agricultural Economics in 1922. Container testing developed as an aid to wartime supply purchases. Emphasis on consumer relations has resulted largely from the impetus given this subject in recent years by the Consumer Relations Subcommittee of the Department Poultry Committee.

b. Regulatory Programs are not administered by the Poultry Branch. The Packers and Stockyards Act which does to some extent regulate the poultry trade, is administered by the Livestock Branch; and the Produce Agency Act, which affects poultry products and other perishables in interstate commerce, is administered by the Fruit and Vegetable Branch.

c. Research Programs under this heading include standardization research and research on methods and equipment, transportation losses and new uses. These programs, like the service programs, are authorized by Marketing Farm Products legislation in the Annual Appropriation Act and less directly by the organic act of the Department of

Agriculture. Standardization work on poultry products began in the Bureau of Agricultural Economics in 1922. Studies of transportation losses were carried on by BAE as early as 1925, and new rese-
 search became important several years later in connection with programs to increase the domestic consumption of agricultural commodities.

B. GENERAL ORGANIZATION STRUCTURE OF THE POULTRY BRANCH

By way of background, it should be noted that with the establishment of PMA in August, 1945, poultry programs were, for the first time, assigned to an organization unit separate from and with equal status to the organization unit administering dairy programs. Just prior to the formation of PMA in August 1945, many communications had been received from representatives of the dairy and poultry industries, some urging establishment of a separate poultry branch and others urging that poultry programs should continue to be assigned to the same branch administering dairy programs. In large part since PMA was to be organized along commodity lines, it was decided to establish a Dairy Branch and a separate Poultry Branch. The new Poultry Branch was assigned responsibility for those programs and functions which were readily distinguishable and separable such as price support and supply purchases, war food orders, production goals and certain research work including research on standards. Poultry market news and inspection and grading programs were not as easy to separate administratively, particularly from the standpoint of costs, and were therefore continued as a responsibility of the Dairy Branch. It was decided, however, that administration of these programs in so far as they related to poultry and poultry products should be under policy direction furnished by the Poultry Branch.

At the time of the survey the primary organizational units of the Poultry Branch in Washington are the Office of the Branch Director (12 employees), the Market Practices Division (12 employees), the Program Division (12 employees), and the Operations Division (15 employees).

The Poultry Branch also has four area offices, one at Chicago (3 employees), one at San Francisco (2 employees), one at Dallas (2 employees), and one at Atlanta (2 employees). The head of each of these offices reports to the Branch Director.

The organization and functions of the Branch and its various divisions and field offices is outlined in the organization chart approved by the Director of Personnel of the Department on December 29, 1945 (See Exhibit 3).

The Office of the Branch Director is concerned with the planning and direction of all programs assigned to the Poultry Branch, and with providing or arranging for branch-wide management services. Economic analysis and policy and program formulation in connection

with domestic price support, production adjustment and international and other supply programs is assigned to the Program Division, while the execution of approved policies and programs for domestic price support, and international and other supply programs is the responsibility of the Operations Division. It should be noted, however, that international and other supply programs are inactive.

Research programs under the Research and Marketing Act of 1946 are in a developmental stage and this developmental work is concentrated in the Office of the Branch Director. Marketing research and service programs authorized by Marketing Farm Products legislation are the responsibility of the Market Practices Division.

Field aspects of administering various programs of the Poultry Branch are carried out by the area offices. For the most part these offices are concerned with public and industry relations and informational and service activities although two of the offices do have minor responsibilities in connection with purchase operations.

C. PROGRAMS, ACTIVITIES AND ORGANIZATION OF THE OFFICE OF THE BRANCH DIRECTOR AND THE DIVISIONS OF THE BRANCH

1. Office of the Branch Director. The Office of the Branch Director consists of the immediate office of the Branch Director with eight employees and an administrative unit with four employees. (Exhibit 4).

a. Immediate Office of the Branch Director. Personnel in the immediate office of the Branch Director include the Director, whose position is allocated at DA-26, the Associate Director at DA-25, and the Assistant Director at DA-24. In addition there are four clerical or administrative personnel whose positions are allocated at grades ranging from CAF-4 through CAF-7 and a Marketing Specialist at P-6, whose primary function is to aid the Assistant Director in coordinating field activities. As a whole, the office is concerned with all of the broad types of programs previously outlined in the general discussion of Branch programs.

Activities of the Immediate Office of the Branch Director. In carrying out overall Branch responsibilities the immediate office of the Director performs the following activities: (For the most part quantitative workload data for these activities are not available.)

(1) Program Formulation and Execution. The Branch Director with the help of his staff directs the planning, formulation and execution of all programs assigned to the Poultry Branch, and formulates and approves policies for administration of the poultry market news and inspection and grading services administered by the Dairy Branch. In performing this activity, the opinions and recommendations of the industry groups, including producers,

PMA State offices, and officials of Federal and State agencies are sought and considered in formulating final policies and programs.

Activity performed by: All personnel in
Immediate Office of
the Director

Estimated man-years: 3.15

Estimated annual salary costs: \$19,230

(2) Committee Representation and Trade Relations.

Personnel in the immediate office of the Director serve on or sponsor several committees including the interbranch committee to coordinate dairy and poultry inspection and grading and market news services, the Department Poultry Committee, the Secretary's Poultry Industry Advisory Committee, the U. S. Executive Committee for the 8th World's Poultry Congress, the Poultry Production Goals Commodity Committee, the Poultry Advisory Committee composed of 12 representative State PMA Chairmen, and other committees including working groups established in connection with research programs under the Research and Marketing Act. Through these committees the program staff are able to exchange views with the trade and interested Federal and State officials. Trade relations are also maintained through direct contact and through Poultry Branch area offices.

During the calendar year 1947 meetings of these various committees were held at frequent intervals or as necessary but the exact number of meetings is not known.

Activity performed by: All personnel in
Immediate Office of
the Director

Estimated man-years: .80

Estimated annual salary costs: \$4,289

(3) Field Coordination and Direction. The four Poultry Branch area offices report to the Branch Director, who with the assistance of the Associate Director and Assistant Director and others, gives the areas necessary guidance and information and coordinates their work with the Assistant Administrator for Production, the State PMA offices and the industry. Much of the day-to-day responsibility for field coordination and direction is delegated to the Assistant Branch Director who also arranges for the preparation of Branch reports of field activities.

During the 1947 calendar year, 52 weekly reports for administrative purposes were compiled from data submitted

by the area offices, PMA State offices, etc. Twenty-six news letters were prepared for distribution to the Administrator's Office, field offices, members of the Secretary's Poultry Industry Advisory Committee, trade associations and the trade press.

Activity performed by: All personnel in
Immediate Office of
the Director

Estimated man-years: 2.55

Estimated annual salary costs: \$14,283

(4) Special Assignments. The Director and his staff are called upon from time to time to carry out special assignments for the Secretary, the Administrator and others. Frequently these assignments involve service on special committees, testifying before Congressional committees, or the preparation of economic and statistical reports.

In recent months the Branch Director has served on a committee to develop suggestions for speeches by the Secretary and the Administrator. He has been called upon to testify before Congressional committees and has served in an advisory capacity to the Citizens Food Committee.

Activity performed by: All personnel in
Immediate Office of
the Director

Estimated man-years: .58

Estimated annual salary costs: \$3,329

(5) Administrative Management. The Branch Director, assisted by the Associate Director and Assistant Director, supervises budget, fiscal, personnel, other management services, and general administrative management work of the Branch.

Activity performed by: Branch Director
Associate Director
Assistant Director
2 Clerical

Estimated man-years: .32

Estimated annual salary costs: \$2,293

(6) Northeastern States Area Representation. The Assistant Director and the marketing specialist disseminate information which will be helpful in the administration of price support and production adjustment programs in the northeastern States. They

maintain contacts with industry, the public and representatives of other Government agencies and collect information for use in the formulation and administration of Poultry Branch programs.

Activity performed by: Assistant Branch Director
1 Marketing Specialist

Estimated man-years: .15

Estimated annual salary costs: \$1,287

(7) Publication Material for Administrative and Public Use. The Assistant Director and the marketing specialist are also concerned with the review and editing of materials prepared by the Branch for publication. Assistance is given the Information Branch of PMA in preparation of press releases, fact sheets, radio scripts and speeches and to other agencies whose material for publication is sometimes referred to the Poultry Branch for review.

Activity performed by: Assistant Branch Director
1 Marketing Specialist
1 Clerical

Estimated man-years: .30

Estimated annual salary costs: \$2,254

(8) Research. The Associate Director has primary responsibility for supervising technical and economic research in the Poultry Branch. This includes review of projects and procedures prepared under authority of the Research and Marketing Act of 1946 and the development of research programs under the Act in their initial stages.

During the latter part of the calendar year 1947, five RMA projects involving funds for the Poultry Branch were either approved or in a developmental stage.

Activity performed by: Associate Director

Estimated man-years: .15

Estimated annual salary costs: \$1,450

(b) Administrative Unit. Members of the administrative staff include the head of the unit who acts as Branch administrative officer and whose position is allocated at CAF-9, a clerk stenographer (secretary) at CAF-4, a clerk at CAF-3, and a messenger at CPC-3. This staff is concerned exclusively with providing or arranging for management services for the entire Branch, although, as will be noted in later descriptive material, some management service work is also carried on by the individual divisions and field offices.

Activities of the Administrative Staff. In carrying out the above functions the administrative unit performs the following activities: (Quantitative work load data for these activities have been included in Exhibit 15.)

(1) Budget. Budget estimates and justifications are prepared under the guidance of the administrative officer. This involves a continuous study of programs and activities with the Office of the Director and division chiefs in order to obtain an accurate estimate of personnel requirements as well as the amount of funds necessary for other expenses.

Activity performed by: Administrative Officer
and Clerk-Stenographer
(Secretary)

Estimated man-years: .19

Estimated annual salary costs: \$749

(2) Fund Control. The administrative officer, with the help of his secretary, maintains current control records to show the cost of salaries, travel, and all other expenses in relation to funds available. Reports on rates of expenditure are prepared for submission to various Branch officials. Necessity of proposed expenditures are evaluated and conferences are held with Branch officials and other PMA units relative to the sufficiency of funds.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .17

Estimated annual salary costs: \$695

(3) Time Study. The administrative officer, assisted by his secretary, prepares monthly time study reports for the Budget Division of the Budget and Management Branch showing man-months spent on various activities in accordance with the manner in which funds are available under the budget.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .06

Estimated annual salary costs: \$241

(4) Issuance of Travel Authorizations and Clearances.

This activity by the administrative officer (and his secretary) includes the issuance of travel authorizations and amendments and the control and issuance of books of transportation requests. It also includes the preparation of requests for authorization to attend meetings.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .25

Estimated annual salary costs: \$753

(5) Allotments. Notice of the allotment of all funds is received by the administrative officer who then confers with the Branch Director concerning the breakdown of available funds by objects. Information on the detailed breakdown is transmitted to the Fiscal Branch.

Activity performed by: Administrative Officer

Estimated man-years: .03

Estimated annual salary costs: \$128

(6) Approval of Vouchers and Expense Accounts. The administrative officer examines and approves all expense accounts and vouchers for completeness and conformance with authorizations and regulations. His secretary maintains a complete travel file.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man years: .22

Estimated annual salary costs: \$624

(7) Employment. The administrative officer aided by his secretary, prepares initial recommendations for personnel actions, interviews applicants for employment, collaborates with the Director's Office in preparing requests for establishment of new positions and in planning organization changes. He confers with representatives of the Budget and Management Branch regarding employment requirements and related personnel actions.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .13

Estimated annual salary costs: \$508

(8) Training Program. Under this activity the administrative officer, assisted by his Secretary, conducts efficiency rating and training programs, assists in the training of supervisors, orients new employees, corrects methods of reporting progress and performance on the job, and reviews quarterly training reports.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .07

Estimated annual salary costs: \$268

(9) Employee Relations. The clerk stenographer (secretary) collects group hospitalization; arranges for blood donations; conducts Red Cross, Community Chest, and other authorized drives for solicitation of funds; and prepares overall reports on each drive for the Branch Director and other interested units and officials of PMA and the Department.

Activity performed by: 1 Clerk Stenographer

Estimated man-years: .05

Estimated annual salary costs: \$135

(10) Administrative Services. The administrative officer has general responsibility for ordering supplies and equipment, duplicating and other materials and services, arranging for and supervising allotment of space, checking telegrams to determine appropriation to be charged, issuing building and property passes, maintaining inventory records and files of various kinds, providing messenger services, sorting and time stamping mail, etc. Most of the mail, files, records, and messenger work is done by the clerk and the messenger.

Activity performed by: All Employees of Administrative
Unit Staff (Two employees
100 percent of their time)

Estimated man years: 2.4

Estimated annual salary costs: \$5,380

(11) Branch Authorities and Delegations. Designations and revocations of delegations and authorities are drafted by the administrative officer who also directs and supervises the maintenance of authority files.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man years: .04

Estimated annual salary costs: \$155

(12) Management Functions. The administrative officer makes studies and initiates plans to promote efficiency and economy of operations. He attends all Branch staff meetings. His secretary prepares and maintains time and attendance reports, distributes salary checks and savings bonds, orders publications and procedural material, and obtains general personnel information for employees.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .25

Estimated annual salary costs: \$832

(13) Field Activities. This activity covers the budget, fiscal and personnel work for the four area offices, including issuance of travel authorizations, transfer of operating funds to area offices, and initiation of personnel actions for the field offices.

Activity performed by: Administrative Officer
(Unit Head)

Estimated man-years: .02

Estimated annual salary costs: \$85

(14) Special Assignments. This activity includes various special assignments for the Director's staff such as the preparation of special reports and studies relating to Branch operations.

Activity performed by: Administrative Officer
(Unit Head) and 1 Clerk-
Stenographer

Estimated man-years: .12

Estimated annual salary costs: \$482

2. Divisions Administering Domestic Price Support, Production Adjustment, International and Other Supply Programs

a. Program Division. The Program Division (Exhibit 5) has 12 employees and no sectional breakdown. All of the technical personnel and all but three of the clerical personnel report direct to the division chief or to the assistant division chief. The Division chief's position is allocated at CAF-14 with his assistant at P-6. Four other technical personnel are classified at P-1, CAF-11, CAF-12 and P-5 and the six clerical positions are classified at grades ranging from CAF-2 through CAF-5. The CAF-12 employee is a commodity specialist on chickens and turkeys, while the P-5 employee specializes on eggs. The CAF-11 employee is a marketing specialist who concentrates on production goals and research.

The Division is concerned with economic research and analysis and policy and program formulation in connection with price support programs authorized by the Steagall Amendment, and Section 32 of the Act of August 24, 1935 and with production adjustment programs authorized by Marketing Farm Products legislation contained in the annual appropriation act. International and other supply programs are largely inactive.

Activities of the Division. The Division performs the following activities in carrying out the basic responsibilities mentioned above: (Quantitative work load data have been included in the activity descriptions wherever the figures are available.)

(1) Program Policy Formulation. This activity, carried on by the division chief, assistant chief, commodity specialist and clerical employees, involves the development of recommendations for general policies and programs in connection with price support programs, including purchase and disposal methods, existing or proposed legislation, etc. Background data are prepared to support policy and program recommendations and numerous conferences and consultations are held.

Two advisory committees were called together in October 1947, so that the outlook for chickens and turkeys, the outlook for eggs and background for price support policies could be discussed. Meetings were held in 20 to 25 States regarding 1947 egg price support policies.

Activity performed by:	Division Chief
	Assistant Division Chief
	3 Technical Employees
	3 Clerical Employees

Estimated man-years:	1.15
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Estimated annual salary cost:	\$6,576
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(2) Docket Preparation and Review. This activity covers the preparation and preliminary clearance of formal dockets for submission to the CCC Board of Directors as a basis for approval of price support and international and other supply programs on eggs, poultry and turkeys. The dockets explain program objectives, legal authority, economic justification and program provisions. Initial drafts of the dockets are carefully reviewed by personnel of the Division and by personnel outside the Division. Preliminary clearances are obtained from the Solicitor's Office, Price Support and Foreign Supply Branch, Fiscal Branch, Budget and Management Branch and the Controller.

Seven dockets were prepared during the 1947 calendar year together with six amendments.

Activity performed by:	Division Chief 2 Technical Employees 4 Clerical Employees
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Estimated man-years:	1.40
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Estimated annual salary costs:	\$5,760
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(3) Bulletin Preparation and Review. Bulletins and procedures in connection with approved programs are drafted by the commodity specialists. After PMA and Departmental approval, bulletins of public concern are published in the Federal Register.

Four bulletins for publication in the Federal Register were prepared during the calendar year 1947.

Activity performed by:	1 Technical Employee 1 Clerical Employee
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Estimated man-years:	.08
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Estimated annual salary costs:	\$300
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(4) Disposal of CCC Stocks (Market Outlets). Analyses are made which enable the division chief to recommend the timing and type of programs which will dispose of CCC stocks of poultry items purchased in connection with price support purposes. Numerous consultations are necessary with the Solicitor's Office, Food Distribution Programs Branch, Office of Solicitor and the Shipping and Storage Branch.

Activity performed by:	Division Chief 2 Technical Employees 3 Clerical Employees
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Estimated man years:	.46
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Estimated annual salary costs:	\$1,778
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(5) Production Economics and Goals. This activity includes the analysis of supply and demand conditions, costs, potential production capacities and general economic conditions for use in connection with the work of the Department's Poultry Production Commodity Committee. Preliminary analyses are made by the CAF-11 marketing specialist although his work is reviewed by others. The division chief is secretary of the Goals Committee and the assistant division chief serves as chairman of a sub-committee. Other analyses are made to evaluate compliance with approved goals.

National goals were established in 1947 for four poultry commodities and some State goals were also developed.

Activity performed by:	Division Chief
	Ass't. Division Chief
	3 Technical Employees
	4 Clerical Employees

Estimated man-years:	1.13
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Estimated annual salary costs:	\$5,726
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(6) Program Review. The division chief, assistant chief and commodity specialists review the effectiveness of existing programs. Careful checks are made in cooperation with egg and poultry firms and with PMA State offices to determine the relation of prices to support levels. The results of the analyses help in the revision of programs and in the formulation of new programs.

Activity performed by:	Division Chief
	Ass't. Division Chief
	2 Technical Employees
	3 Clerical Employees

Estimated man-years:	.44
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Estimated annual salary costs:	\$2,272
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(7) Statistical Services. Statistics are compiled concerning poultry and egg prices, production, receipts, storage holdings, foreign trade, consumption, government purchases, etc., for use by the Poultry Branch and by State colleges, private firms or other agencies of the Federal Government. Most of this work is done by two employees who spend 100% of their time on statistical work.

Activity performed by:	2 Technical Employees
	2 Clerical Employees

Estimated man-years:	2.07
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Estimated annual salary costs:	\$6,657
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(8) Current Analysis of Supply and Demand Conditions.

This activity, carried on in large part by the assistant division chief and the commodity specialists, involves weekly analyses of changes in market conditions for circulation to officials of the Department and to the Poultry Industry Advisory Committee. It also involves contributions to the annual Outlook Conference and to special regional and State outlook conferences and regular contributions to the weekly "Poultry and Egg Market Situation Report" released by the Bureau of Agricultural Economics. Basic conditions in the poultry industry are continually forecast so programs can be properly formulated. The chief of the Division is an alternate member of the Outlook Situation Board Committee on the "Poultry and Egg Situation."

Fifty-two weekly reports were submitted during the 1947 calendar year analyzing changing market conditions. Special situation reports were prepared for the Secretary on the average of two a month.

Activity performed by:

Division Chief
Ass't. Division Chief
2 Technical Employees
5 Clerical Employees

Estimated man-years:

1.38

Estimated annual salary costs:

\$6,497

(9) Research. Long range economic research has been conducted on such subjects as a new measure of the profitability of egg production called "gross returns above feed costs"; factors which affect demand and prices such as changes in utilization; producer response to price changes and to changes in gross returns from egg production. This research is used in part in formulating long range policies and programs of the Poultry Branch. At the present time the Division assists the Branch Director's Office in planning and coordinating Research and Marketing Act projects. Most of the time chargeable to this activity is accounted for by the division chief, the commodity specialists and the CAF-11 marketing specialist.

Examples of recent studies include an analysis of the costs of marketing turkeys based upon a few records secured in the Shenandoah Valley, egg marketing practices in several counties of Georgia and Alabama, and use of egg products by bakers, confectioners, etc.

Activity performed by: Division Chief
Ass't. Division Chief
3 Technical Employees
3 Clerical Employees

Estimated man-years: 1.40

Estimated annual salary costs: \$7,224

(10) Export - Import Information. Information is collected concerning the quantities of poultry and poultry products imported and exported, tariff rates, etc.

From 10 to 12 memoranda were prepared in 1947 analyzing the effects of new tariff regulations on the poultry industry. Numerous letters were submitted to the trade regarding tariffs.

Activity performed by: 1 Technical Employee
1 Clerical Employee

Estimated man years: .10

Estimated annual salary costs: \$423

(11) Trade Relations. Representatives of the Division meet with various committees and groups and furnish background material on price support activities. Replies are prepared to letters from the trade received by the Secretary, the Administrator and other PMA and Departmental officials. Correspondence is initiated in order to obtain the views of the poultry and egg industry.

Activity performed by: Division Chief
2 Technical Employees
3 Clerical Employees

Estimated man years: .85

Estimated annual salary costs: \$3,365

(12) Special Assignments. Special assignments include the collection of data on supplies for use in connection with the Marshall Plan, cooperation with the Citizen's Food Committee, review of the Packers and Stockyards Act and its relation to Poultry Branch operations, etc.

Activity performed by: Ass't. Division Chief
2 Technical Employees
3 Clerical Employees

Estimated man years: .92

Estimated annual salary costs: \$4,480

(13) Administrative Services. Administrative services include making and reviewing efficiency ratings, preparing activity reports, assistance in developing budgets, viseing mail, receiving visitors, keeping time and attendance reports, ordering supplies, keeping general files and arranging travel.

Activity performed by: Division Chief
2 Technical Employees
5 Clerical Employees

Estimated man years: .61

Estimated annual salary costs: \$2,316

(14) Other. Information is compiled concerning studies made by State colleges and experiment stations on the economics of production and marketing of eggs.

Activity performed by: 1 Technical Employee

Estimated man years: .01

Estimated annual salary costs: \$59

b. Operations Division. The Operations Division (Exhibit 6) has a total of 15 employees organized on a three section breakdown with four technical and one clerical employee reporting to the division chief. The division chief's position is allocated at CAF-14 with his assistant at CAF-13. Two section chiefs are at CAF-7 with the other at CAF-11. The Office of the Chief has five employees, the Contracts and Abstracts Section four employees, the Records and Reports Section three employees and the Claims and Renegotiations Section three employees. The Division is responsible for purchase, sale, processing and packaging operations in connection with price support and international and other supply programs developed by the Program Division.

Activities of the Division. In carrying out these operations, the Division performs the following activities: (Quantitative work load data have been included in the activity descriptions wherever the figures are available.)

(1) Planning and Direction of Divisional Activities. The division chief and assistant division chief plan and direct divisional activities in accordance with applicable rules, regulations and procedures. The division chief attends Branch staff meetings.

Activity performed by: Division Chief
Ass't. Division Chief

Estimated man years: .15

Estimated annual salary costs: \$1,120

(2) Purchase Programs. The Operations Division is responsible for planning the purchase operations which are required by approved price support and supply dockets, for the preparation of detailed operating procedures and for the preparation and clearance of required authorizations. In accordance with approved procedures the Division directs and carries out all poultry purchases made in Washington (At the present time no purchases are made in the field.) Policy and decisions in connection with purchase programs are the responsibility of the Office of the Chief of the Division and the bulk of the clerical work is done in the Contracts and Abstracts Section.

The general purchasing procedure for poultry and poultry products is essentially as follows: The purchase announcement is prepared in the Office of the Division Chief covering quality and container specifications (see Specifications activity), inspection and grading requirements (checked with the Inspection and Grading Division of the Dairy Branch), dates for offers and acceptances and miscellaneous requirements. The announcement is circulated in draft form to other divisions of the Poultry Branch and to the Fiscal Branch, Controller, Shipping and Storage Branch, Dairy Branch, Price Support and Foreign Supply Branch, and the Solicitor. After the announcement has been approved it is signed by the Branch Director and distributed to the trade.

When the offers are received from the trade, they are tabulated by the Contracts and Abstracts Section and the tabulations are analyzed by the Office of the Division Chief to determine the most economical and advantageous offers. In determining the successful bidders, the following points are considered: (a) price, (b) packaging, (c) ability of vendor to make delivery in time, (d) transportation differentials and (e) whether or not the plant has been inspected and approved.

When the successful bidders have been determined, telegraphic acceptances are prepared by the Contracts and Abstracts Section and checked with offers of the vendors as to prices, quantities, packaging, time of delivery, etc. The telegrams are signed by the division chief (contracting officer) and sent to the successful bidder.

This activity involves a considerable amount of analysis and supporting clerical work. It also involves extensive trade and public relations.

Between July 1, 1947 and January 1, 1948, two purchase announcements and one amendment were issued. Purchases of poultry products during this period amounted to 10,159,055 pounds at a dollar value of \$8,707,851.

Activity performed by: Division Chief
 Ass't. Division Chief
 1 Section Chief
 1 Technical Employee
 5 Clerical Employees

Estimated man years: 4.56

Estimated annual salary costs: \$15,821

(3) Sales Programs. The pattern for planning and carrying out "Sales Programs" is essentially the same as the pattern which is applicable to purchases, except, of course, that the dealings are with buyers or disposal agents rather than vendors. Sales, like purchases, require operational plans and procedures, announcements, offers, and acceptances. In analyzing sales offers, consideration is given to price, timing, packaging and ultimate disposition and use.

Between July 1, 1947 and January 1, 1948, three sales announcements and two amendments were issued. In the same period, 2,929,470 pounds of poultry products purchased for price support purposes were sold for \$1,196,835.

Activity performed by: Division Chief
 Ass't. Division Chief
 1 Section Chief
 1 Technical Employee
 5 Clerical Employees

Estimated man years: .93

Estimated annual salary costs: \$4,199

(4) Service Programs. The pattern for planning and carrying out "Service Programs" (which include processing or packaging of Government owned commodities) is essentially the same as the pattern which is applicable to purchases and sales. Servicing operations, like purchases and sales, require operational plans and procedures, announcements, offers and acceptances, with modifications required by the nature of the work. In analyzing servicing offers, consideration is given to price, timing, quality, packaging, whether the plant is under continuous inspection, etc.

Some packaging was done between July 1, 1947 and January 1, 1948. About 24,031,000 pounds of price support commodities were packaged during this period and Section 32 diversion funds were used for the packaging of 6,751,000 additional pounds.

Activity performed by:

Division Chief
 Ass't. Division Chief
 1 Section Chief
 1 Technical Employee
 5 Clerical Employees

Estimated man years:

1.09

Estimated annual salary costs:

\$4,768

(5) Claims. The Poultry Branch Director has authority to settle disputed claims which do not exceed \$5,000 and authority in certain cases to settle claims over that amount. In all poultry disputed claim cases it is the responsibility of the Poultry Branch to investigate the circumstances and facilitate appropriate settlement. Most of this detailed work is done by the Claims and Renegotiations Section of the Operations Division, with guidance from the division chief's office.

Documents concerning disputed claims are received from the Shipping and Storage Branch and other sources, analyzed so that the Poultry Branch Director can determine administratively whether the facts indicate liability. If liability is indicated a settlement agreement may be prepared. (This agreement must be approved by the Office of the Solicitor.) When the agreement has been signed by the Poultry Branch Director and the contractor, a copy is submitted to the Fiscal Branch so that collection can be made. The Claims and Renegotiations Section furnishes appropriate information in connection with cases which must be heard by the Contract Disputes Board or prosecuted by the Office of the Solicitor and Department of Justice.

During the period of July 1, 1947 through December 31, 1947, 115 claims were on hand or received and 44 were disposed of.

Activity performed by:

Division Chief
 Ass't. Division Chief
 1 Section Chief
 2 Technical Employees
 2 Clerical Employees

Estimated man years:

2.35

Estimated annual salary costs: \$10,763

(6) Renegotiations. In cases which involve renegotiation of poultry contracts the Poultry Branch is responsible for investigating the circumstances and facilitating appropriate settlement in accordance with decisions of the Contract Disputes Board. Detailed work is done in the Claims and Renegotiations Section

of the Operations Division, subject to supervision and guidance of the Division Chief's office. Letters are prepared to contractors subject to renegotiation proceedings, requesting profit and loss statements. After these statements have been received by the Office of Audit, the Claims and Renegotiations Section checks the cases in detail to determine rights of the Commodity Credit Corporation and related factors. Recommendations for disposition of the case are prepared, checked as necessary with the Office of the Solicitor and submitted for decision to the Contract Disputes Board. Oral statements are made at Board meetings and separate meetings may also be held with the contractor. Acting on Board instructions, agreements are prepared and cleared with the Solicitor as a basis for recovering excessive profits or other appropriate disposition is made.

During the period of July 1, 1947 to December 31, 1947, the number of contracts to be renegotiated on hand or received was 40 and during the same period 30 were disposed of.

Activity performed by:	Division Chief
	Ass't. Division Chief
	1 Section Chief
	1 Technical Employee
	2 Clerical Employees

Estimated man years:	.88
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Estimated annual salary costs:	\$4,314
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(7) Specifications. In cooperation with personnel of the Market Practices Division, the Office of the Division Chief develops commodity, container, operating, and printing and marketing specifications for the purchase and sales programs on chickens, turkeys and eggs.

For example, the lack of official Federal grades has made it necessary to formulate commodity specifications for dried eggs. All sources of information were taken into consideration and then weighed so that the final purchase inspections would insure procurement of a quality product and yet not be so strict that the egg drying industry of the country could not comply.

Activity performed by:	Division Chief
	1 Technical Employee

Estimated man years:	1.10
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Estimated annual salary costs:	\$679
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(8) Inventory Management. Inventories of poultry and egg products are checked currently by the division chief and one of his immediate assistants to ascertain whether quality and

condition are being maintained, to draw up recommendations for the Shipping and Storage Branch for the movement or disposition of lots and to make sure that inventories are disposed of on a first in, first out basis.

For example, reports of the Shipping and Storage Branch were recently reviewed to determine if Government-owned inventories of dried whole eggs were showing indications of going off-quality. Arrangements were made with the Shipping and Storage Branch for the movement and salvage of off-quality eggs and wherever possible the oldest commodities were moved first.

Activity performed by: Division Chief
1 Technical Employee

Estimated man years: .08

Estimated annual salary costs: \$515

(9) Quality Control Program. The division chief, assisted by his secretary, reviews and checks "Summary Reports for Analysis of Dried Whole Eggs." Whenever these reports indicate that any drying or breaking plant processing eggs for the Government has an increased bacteria count, low palability score or other difficulty, the matter is called to the attention of the Inspection and Grading Division of the Dairy Branch or the Poultry Branch area offices for corrective action. The Operations Division follows through to make sure that corrective action is taken.

Considerable work was performed in egg-drying plants in an attempt to locate the source of Ecoli contamination of the dried egg products. This contamination was indicated by laboratory reports showing an increasing number of lots containing Ecoli as the purchase program on dried eggs proceeded in 1947.

Activity performed by: Division Chief
1 Clerical Employee

Estimated man years: .08

Estimated annual salary costs: \$492

(10) Export and Import Program. Although this activity has been almost dormant for some time, it does involve a current knowledge of regulations concerning any import or export control which affects poultry or poultry products. Most of the work is done by the division chief.

Activity performed by: Division Chief
1 Clerical Employee

Estimated man years: .04

Estimated annual salary costs: \$219

(11) Records and Reports. Weekly reports are prepared on dried egg packaging and on activities of the division relating to purchase and sales operations. Monthly reports are prepared on program commitments for use by the Shipping and Storage Branch in preparing its inventory management report. These reports are also used by the Fiscal Branch in showing contract numbers used and the contractor to whom assigned and by the Administrator's Office in showing claims on hand, received, disposed of and the status of those on hand. Necessary records are maintained. The records and reporting function is concentrated in the Records and Reports Section although it is found to a lesser extent in other sections of the Division and in the Office of the Division Chief.

Activity performed by: Division Chief
2 Section Chiefs
3 Technical Employees
4 Clerical Employees

Estimated man years: 3.29

Estimated annual salary costs: \$12,244

(12) Administrative Services. Administrative Services include efficiency ratings, completing questionnaires and forms as requested, handling personnel problems, receiving and routing all incoming mail, maintaining current reference files, making appointments, keeping time and attendance reports, keeping a daily log of local and long distance telephone conversations and visitors, transmitting written and oral instructions and follow-up, assigning stenographers and typists, and ordering supplies, equipment and repairs. This activity is performed in the Office of the Division Chief.

Activity performed by: Division Chief
Ass't. Division Chief
1 Technical Employee
2 Clerical Employees

Estimated man years: .50

Estimated annual salary costs: \$2,244

(13) Other. This activity includes acting as contracting officer for the Commodity Credit Corporation and the Secretary; acting as assistant secretary of the Commodity Credit Corporation in verifying documents; working with the Information

Branch on issuing press releases; participating in dairy-poultry coordinating committee meetings; representing the Poultry Branch in discussions with the Fiscal and Shipping and Storage Branches and the Office of the Administrator in regard to the monthly availability report; and reviewing powers of attorney, notices of instruments of assignment of claims, and performance bonds.

Activity performed by:	Division Chief Ass't. Division Chief 2 Section Chiefs 2 Clerical Employees
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Estimated man years:	.95
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Estimated annual salary costs:	\$4,074
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3. Divisions Administering Marketing Service, and Certain Marketing Research Programs

a. Market Practices Division. The Market Practices Division (Exhibit 7) has a total of twelve employees, and is organized on a three section breakdown with four technical and two clerical employees reporting to the division chief. The division chief's position is allocated at CAF-14 with his assistant at P-6. The Office of the Chief has four employees, the Market Practices and Facilities Section has five, the Standards and Grades Section has one and part-time of another, and the Consumer Relations Section has one and part-time of another. The section chiefs are allocated at CAF-12, P-5, and CAF-11. Most of the activities of the Division are related to marketing research and incidental service programs under authorities other than the Research and Marketing Act of 1946.

Activities of the Division. The Division performs the following activities in carrying out the projects listed above: (Examples of work or work load figures accompany most of the activity descriptions.)

(1) Program Policy Formulation. The division chief makes recommendations on Branch and cooperative programs to solve industry problems and to carry out Branch responsibilities. The assistant division chief furnishes technical data and assistance relating to the formulation of marketing research and price support and supply programs.

Activity performed by:	Division Chief Ass't. Division Chief
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Estimated man years:	.04
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Estimated annual salary costs:	\$315
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(2) Planning and Direction of Divisional Activities.

Planning and direction of divisional activities is done largely by the division chief and assistant division chief and, at a somewhat lower level, by the heads of the three sections. This activity includes making assignments to the staff, coordinating and directing the execution of assignments, obtaining suggestions from the staff, submitting outlines of the Division's policies to the Director's office for comment, and preparing weekly activity reports.

Between July 1947 and January 1948, project outlines were prepared for work authorized by Marketing Farm Products legislation, and a program of research and educational work on poultry and egg containers and handling practices was formulated in cooperation with the Poultry and Egg Container Task Group of the Department Poultry Industry Advisory Committee.

Activity performed by:	Division Chief
	Ass't. Division Chief
	3 Section Chiefs
	3 Clerical Employees

Estimated man years:	.59
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Estimated annual salary costs:	\$3,400
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(3) Cooperation. Much of the work of the Market Practices Division is performed in cooperation with other agencies and groups. The process of cooperation involves representation on various committees or groups such as the Department Poultry Committee, the Joint Dairy-Poultry Coordinating Committee, the Provisions Technical Committee of the Federal Specifications Board, the Export Policy Committee, and the Poultry and Egg National Board. It also involves close day-to-day working relationships with other branches and offices including the Food Distribution Programs Branch, the Bureau of Human Nutrition and Home Economics, and with other agencies of Federal and State governments. This activity is found in the Office of the Division Chief and in each of the sections of the Division. Although it is scattered rather widely among individuals, most of the technical work is done by the division chief and the section chiefs.

Examples of this cooperative activity during the six months ended January 1948, include establishment of a task group under the Department Poultry Industry Advisory Committee to advise on the preparation, revision and use of standards and grades for poultry and poultry products; establishment of a sub-committee of the Poultry and Egg Container Task Group of the Department Poultry Industry Advisory Committee, and development of a cooperative arrangement with the Information Branch, Extension Service and Food Distribution Programs Branch for distribution of consumer educational material.

Activity performed by: Division Chief
 Ass't. Division Chief
 3 Section Chiefs
 2 Technical Employees
 4 Clerical Employees

Estimated man years: 1.31

Estimated annual salary costs: \$6,948

(4) Standardization Research and Analysis. Research is conducted on the factors involved in standards and grades for poultry, poultry products, containers, equipment and processing practices for use as a basis in the development or revision of standards and grades. This involves analysis of historical data, standards or specifications issued by other government agencies or foreign countries, consumer preferences, results of grading experience, results of laboratory tests and other information. This activity is carried on by the division chief's office and to some extent in each of the sections of the Division. The Standards and Grades Section is concerned with standards for the commodity while the Marketing Practices and Facilities Section is concerned with container standards.

Between July 1, 1947 and January 1, 1948, standards and grades for eggs and egg products were assembled from five foreign countries for review as a means of improving U. S. standards and grades and possible future development of uniform international standards and grades. A transportation test was conducted with eggs and cases to compare a new aluminum type refrigerator railroad car with a standard refrigerator car. About 1,800 nearby and midwestern graded and current receipt eggs were measured and weighed to determine average height, diameter and weight. Both the transportation test and the egg measurement studies were conducted to aid in establishing specifications or standards for shell egg cases, inner packaging materials and egg cartons. In cooperation with the Bureau of Animal Industry, the Division reviewed material on a study of dressing shrinkage and meat yield of domestic rabbits as well as proportions of bone, lean meat and fat in relation to grade.

Activity performed by: Division Chief
 Ass't. Division Chief
 3 Section Chiefs
 3 Technical Employees
 2 Clerical Employees

Estimated man years: 1.17

Estimated annual salary costs: \$5,519

(5) Preparation of Standards, Grades and Regulations.

Every employee of the Market Practices Division is concerned in some way with the preparation or clearance of standards, grades and regulations. On the basis of research and advice from the trade, drafts of standards and tentative or official grades are prepared. After these drafts have been cleared with State people, industry and the Dairy Branch, they are rewritten and promulgated in tentative or final form. Tentative requirements for processing plants under continuous Federal supervision are prepared in cooperation with the Dairy Branch.

During the 6 months ended January 1, 1948, proposed revisions of the wholesale and consumer grades for shell eggs were prepared and mailed to approximately 2,000 research, extension, trade associations, and poultry industry representatives for recommendations. The recommendations were analyzed and revised and wholesale and consumer grades were prepared and issued in final form. A revision of the Poultry Branch recommendations for specifications for egg cases, inner packing materials and packing procedures was underway as of January 1, 1948.

Activity performed by:

Division Chief
Ass't. Division Chief
3 Section Chiefs
3 Technical Employees
4 Clerical Employees

Estimated man years:

1.45

Estimated annual salary costs:

\$6,631

(6) Application of Standards and Grades. The "application" of standards and grades does not involve actual inspection and grading operations which are carried out by the Dairy Branch. However, it does involve consultation with Federal and State inspection and grading officials and with representatives of research, educational, regulatory agencies and industry who are concerned with inspection and grading. The objective of this consultative work is to explain Federal standards and grades and to stimulate their use on a uniform basis. "Application" of standards and grades also involves cooperation with industry and State agencies in conducting grading schools, contacts with railroads and other agencies and groups to stimulate interest in container standards and recommendations to processors and packers on improved plant facilities, equipment and practices. This activity is found in the Office of the Chief and in each of the sections. Application of commodity grades and standards is a responsibility of the Standards and Grades Section, whereas primary responsibility for application of container and plant standards is vested in the Market Practices and Facilities Section.

In cooperation with representatives of the Inspection and Grading Division of the Dairy Branch, two trips were made during the six months ended December 31, 1947, to packing plants in Virginia and the Eastern Shore of Maryland to observe application of standards and grades for eggs and poultry. Grading operations were observed on several carloads of dressed turkeys shipped into Washington, D. C. Conferences were held with Long Island duck growers and processors with respect to processing and eviscerating problems in relation to Federal standards and grades. Assistance was rendered in conducting egg grading and marketing schools in the Northeastern Area.

Activity performed by:

Division Chief
Ass't. Division Chief
3 Section Chiefs
2 Technical Employees
2 Clerical Employees

Estimated man years:

.49

Estimated annual salary costs:

\$2,558

(7) Research on By-product Utilization and New Uses.

Personnel of the Office of the Division Chief and the Consumer Relations Section work with the Bureau of Human Nutrition and Home Economics and the Bureau of Animal Industry in planning and carrying out research on the preparation of various turkey parts. The assistant division chief formulates and directs research on utilization of waste products from egg breaking plants and poultry dressing plants.

Between July 1, 1947 and January 1, 1948, information was collected from several State colleges and from processors and distributors on cutting, retail distribution, and cooking of turkey parts. This information was to be used primarily in the cooperative study of turkey parts being made by the Poultry Branch, Bureau of Human Nutrition and Home Economics and Bureau of Animal Industry. Information was likewise gathered on experiments on canning turkey and chicken.

Activity performed by:

Division Chief
Ass't. Division Chief
1 Section Chief
2 Clerical Employees

Estimated man years:

.24

Estimated annual salary costs:

\$1,241

(8) Methods and Equipment Research. This activity

involves the formulation and carrying out of research on the development of new and improved methods and equipment for shell treatment

of eggs, thermostabilization of shell eggs, improved egg grading methods and devices, improved transportation and handling methods, improved plant facilities, etc. Research on methods and equipment is done by personnel of the Office of the Chief and by each of the three sections of the Division and it is carried out in cooperation with industry and State agencies. The assistant division chief places considerable emphasis on this activity.

During the period July 1, 1947 to January 1, 1948, data were collected on freezing and holding turkeys in storage for use in the cooperative turkey project and for subject matter material.

Activity performed by:

Division Chief
Ass't. Division Chief
3 Section Chiefs
3 Technical Employees
3 Clerical Employees

Estimated man years: .78

Estimated annual salary costs: \$3,919

(9) Research in Minimizing Losses in Channels of Trade. Research on minimizing losses in channels of trade involve formulating and conducting studies of the causes of egg damage and quality decline in handling, transporting, storing and retailing and the development of corrective measures. Tests are conducted in railroad cars and trucks to determine effects of packing, bracing, loading and packaging on losses in transit. Studies are also made of railroad switching yard practices and related matters. Most of this work is done by the Office of the Division Chief and by the Market Practices and Facilities Section.

During recent months the Division has cooperated with representatives of other agencies in planning contacts and procedures for studying losses to shell eggs in transit.

Activity performed by:

Division Chief
Ass't. Division Chief
2 Section Chiefs
3 Technical Employees
4 Clerical Employees

Estimated man years: .88

Estimated annual salary costs: \$4,104

(10) Testing of Containers. Containers used in government purchases are tested to better protect products against breakage and deterioration. Arrangements are made for the testing

of certain containers at the Bureau of Standards. Responsibility for the work is vested in the Market Practices and Facilities Section.

In the latter part of the calendar year 1947 the Bureau of Standards tested several 14 pound cartons and their master containers, several 5 ounce packages, their unit and master containers, and several separate weatherproof board master containers for compliance with contract specifications.

Activity performed by:	Division Chief Ass't. Division Chief 1 Section Chief 3 Technical Employees
Estimated man years:	.23
Estimated annual salary costs:	\$1,221

(11) Laboratory Supervision and Operation. The assistant division chief operates a mobile laboratory and offers advice in connection with operation of the Chicago Laboratory of the Dairy Branch. The chief of the Market Practices and Facilities Section and one technical employee plan and obtain the services of laboratories for the testing of containers.

During the last six months of the calendar year 1947, arrangements were made and a program outlined with the Container Testing Laboratory Inc., for running prescribed laboratory tests on egg cases and inner packing materials that have been used in transportation tests. Plans have also been developed with this laboratory to make tests comparing different topping methods used on fibre egg cases with different designs of cases.

Activity performed by:	Ass't. Division Chief 1 Section Chief 1 Technical Employee 1 Clerical Employee
Estimated man years:	.41
Estimated annual salary costs:	\$2,026

(12) Operational Aids for Division and Branch. "Operational aids" include the development and maintenance of source and informational files containing information on marketing, market practices, containers, processing plants, processing equipment and container manufacturers, standards and grades, consumer problems, etc. They also include the preparation of mailing lists of representatives and firms. Although the activity is scattered throughout the Division, some concentration is found in the Market Practices and Facilities Section.

Maps showing the location and relative size of chicken and turkey processing plants in the United States were prepared during the last six months of 1947. Files of photographs of processing plant facilities and equipment were reorganized according to subject matter. Firms manufacturing and/or distributing dried eggs were circularized to develop a list of sources of consumer-sized packages of dried eggs. A file of source material on consumer aspects of the work of the Division was developed.

Activity performed by:	Division Chief Ass't. Division Chief 3 Section Chiefs 2 Technical Employees 4 Clerical Employees
Estimated man years:	1.30
Estimated annual salary costs:	\$5,459

(13) Publications and Educational Material. This activity, participated in to some extent by all employees of the Division, includes the preparation, revision, and distribution of educational material. It also involves the review of publications submitted by outside agencies or organizations and the preparation of speeches and news articles.

Between July 1, 1947 and January 1, 1948, Farmers Bulletin 1378 entitled "Marketing Eggs" and U.S.D.A. Circular No. 73 entitled "The Cold Storage of Egg and Poultry" were prepared. Approximately 150 color photographs of dressed chickens and turkeys were taken in Iowa and Virginia processing plants to be used in standards work. Also during this period a mimeographed report of a transportation test comparing a new aluminum railroad car with a standard railroad refrigerator car was prepared and distributed. Approximately 1,000 copies of a report on specifications and standards for egg cases, inner packing materials, and packing procedures were distributed along with 5,000 printed posters on proper assembly of wooden egg cases. Ten press releases were prepared regarding egg quality conservation and increased use of chicken hens in the home and large eating establishments. A chapter on poultry and eggs was written for the "Buyers Notebook" of the National Education Association.

Activity performed by:	Division Chief Ass't. Division Chief 3 Section Chiefs 3 Technical Employees 4 Clerical Employees
Estimated man years:	1.98
Estimated annual salary costs:	\$9,094

(14) Administrative Services. Administrative services activities include selection and placement of personnel; preparation of activity reports; keeping time and attendance reports; making efficiency ratings; receiving, stamping, sorting and distributing mail; receiving callers and taking telephone messages; making travel reservations; typing itineraries and vouchers; ordering supplies; maintaining general files, etc.. Administrative services are found to some extent in each of the sections as well as in the Office of the Division Chief.

Activity performed by:	Division Chief
	3 Section Chiefs
	1 Technical Employee
	4 Clerical Employees

Estimated man years: 1.05

Estimated annual salary costs: \$4,314

(15) Other. This activity includes working with the other divisions and other branches and agencies in obtaining containers and packaging materials during periods of short supply, and other miscellaneous assignments.

Activity performed by:	2 Section Chiefs
	2 Technical Employees

Estimated man years: .08

Estimated annual salary costs: \$395

4. Area Offices. The Poultry Branch has area offices located at Chicago, San Francisco, Dallas and Atlanta. (The work of the Northeastern Area is handled out of the Director's Office in Washington.) The areas served by these offices coincide with those of the Information, Audit, Fiscal, Budget and Management, and Compliance and Investigations Branches. Each office, with the exception of Chicago, has two employees - an area supervisor, and his secretary. Chicago has an additional marketing specialist. Two area supervisors occupy positions allocated at CAF-13, one at CAF-12 and one at CAF-11. The additional marketing specialist position in Chicago is allocated at CAF-9. The area offices are concerned with all programs of the Branch.

Activities of the Area Offices. In carrying out their responsibilities, the area offices perform the following activities: (In the absence of quantitative workload data, an effort has been made to cite examples of work done wherever such information is available.)

a. Price Support. Personnel of the area offices consult with and advise producers and processors relative to price

support and related programs and they keep Washington advised of production, marketing trends, prices, and the need for price support. Through advice and information, they encourage proper distribution of commodities so as to lessen the necessity for price supports. They distribute purchase announcements and maintain mailing lists.

Examples of this activity include cooperation with the area offices of the Information Branch in preparing weekly press releases on the availability of culled poultry. Immediately preceding and during the heavy laying season in the spring, weekly reports were obtained from PMA State offices on prices of current receipt and top grade eggs for tabulation and submission to Washington.

Activity performed by:	4 Area Supervisors 1 Technical Employee 4 Clerical Employees
Estimated man years:	1.18
Estimated annual salary costs:	\$5,723

b. Purchase and Sales. The area offices are prepared to make purchases and sales as the occasion demands. Purchase operations involve contacting prospective vendors, receiving offers, awarding contracts, assigning contract numbers, preparing contracts, and following through to consummation of the contract. Sales operations require notifying prospective purchasers, receiving and recording all bids, and authorizing release of the product to be sold when all conditions are met.

In recent months, assistance was given the Army Exchange Service in securing 125,000 pounds of egg powder for export to post exchanges in the Orient.

Activity performed by:	4 Area Supervisors 1 Technical Employee 4 Clerical Employees
Estimated man years:	.73
Estimated annual salary costs:	\$3,640

c. Quality Conservation. Quality conservation involves attendance at meetings and consultation with producers, processors and trade organizations to encourage use of uniform legal terminology and standards and grades of all poultry, poultry products and their containers. It also covers special quality conservation educational programs through the area offices of the Information Branch.

Meetings were held in practically all of the Western States in 1947 to discuss proposed changes in the grade and quality standards for shell eggs. The Dallas office planned and assisted in the installation of exhibits at the Texas State Fair showing grades and standards of eggs and grades of fowl and turkeys.

Activity performed by: 4 Area Supervisors
1 Technical Employee
4 Clerical Employees

Estimated man years: .90

Estimated annual salary costs: \$4,700

d. Program Aids. Program aids include assembling data from various sources relative to all aspects of the poultry and egg situation; attending regional and State meetings of poultry and egg producers, processors, organizations and groups; summarizing, digesting and supplying to Washington information on market prices, supplies and trends together with recommendations and suggestions; locating processing and storage facilities; conducting special surveys to determine consumer preferences and consumption trends; writing and submitting informational releases to the area offices of the Information Branch for dissemination. More time is spent on this activity in the four offices than on any other.

Activity performed by: 4 Area Supervisors
1 Technical Employee
4 Clerical Employees

Estimated man years: 1.98

Estimated annual salary costs: \$9,653

e. Contacts with Governmental Agencies. Efforts are made to maintain contact with, obtain information from, advise and assist the U. S. Army Quartermaster market centers; Department of Commerce field offices; State department of markets; State Directors of Extension; poultry husbandry departments of State colleges of agriculture; dairy and poultry market news offices and inspection and grading offices; PMA State Chairmen; area offices of the Information Branch, Food Distribution Programs Branch, Compliance and Investigation Branch; CCC field offices; and the Bureau of Agricultural Economics on all aspects of Poultry Branch Programs and activities.

Activity performed by: 4 Area Supervisors
1 Technical Employee
3 Clerical Employees

Estimated man years: 1.12

Estimated annual salary costs: \$5,550

f. Contacts with Industry People and the Public. This activity involves field contacts with organizations of producers, poultry and food industries, educational and civic organizations, the press, market editors, research departments, advertising agencies, and other organizations having an interest in poultry production, marketing and consumption. These contacts are designed to uncover problems, to provide assistance wherever possible, and to disseminate and obtain information bearing on the programs of the Branch.

Examples of this activity have been given by the area officer in Dallas, who, during recent months addressed numerous groups including the Dallas Agricultural Club, the South Texas Poultry Cooperative, U.S.D.A. Clubs, schools for training inspectors and graders at A&M Texas College and the Louisiana State University. One week was spent on a special agricultural train operated in Oklahoma in the interest of soil improvement.

Activity performed by: 4 Area Supervisors
1 Technical Employee
3 Clerical Employees

Estimated man years: 1.54

Estimated annual salary costs: \$7,610

g. Quality Control. This activity, found in Chicago and Dallas, involves visits to egg processing plants as a check on Dairy Branch inspectors and graders to make sure that products conform to specifications. It also involves analysis of laboratory tests. Complete reports are made to Washington on findings and action taken.

In two egg processing plants a rather high bacteria count was encountered after several months of successive low counts. In one, it was found that huge intake fans had been installed in the drying chamber to replace the ordinary circulation of air for drying purposes provided by open windows. The fans pulled dust and other matter from the candling room through and across the breaking room, the washing and sterilizing room and on through the balance of the plant before entering the drying chamber. The bacteria count came down to normal when the fans were no longer used. In another case a tank-by-tank sampling of liquid eggs was made to check the bacteria count and it was found that several pipe fittings needed retinning or replacement.

Activity performed by: 2 Area Supervisors
1 Technical Employee
1 Clerical Employee

Estimated man years: .30

Estimated annual salary costs: \$1,645

h. Packaging. In the Chicago area, containers for dried eggs and dried milk are checked in relation to purchase specifications and other requirements, and suggestions are made for improvement of packaging techniques. Information is developed on containers, practices of closure, carloading, bracing and extent of damage of bulk shipments for submission to the Department and the carrier. (Assistance on container testing is obtained from the Market Practices Division in Washington).

Activity performed by: 1 Area Supervisor
1 Technical Employee
1 Clerical Employee

Estimated man years: .15

Estimated annual salary costs: \$696

i. Research. Research is found only in the San Francisco, Dallas, and Atlanta offices and it is in large part an attempt to discover problems which might be studied under the Research and Marketing Act of 1946.

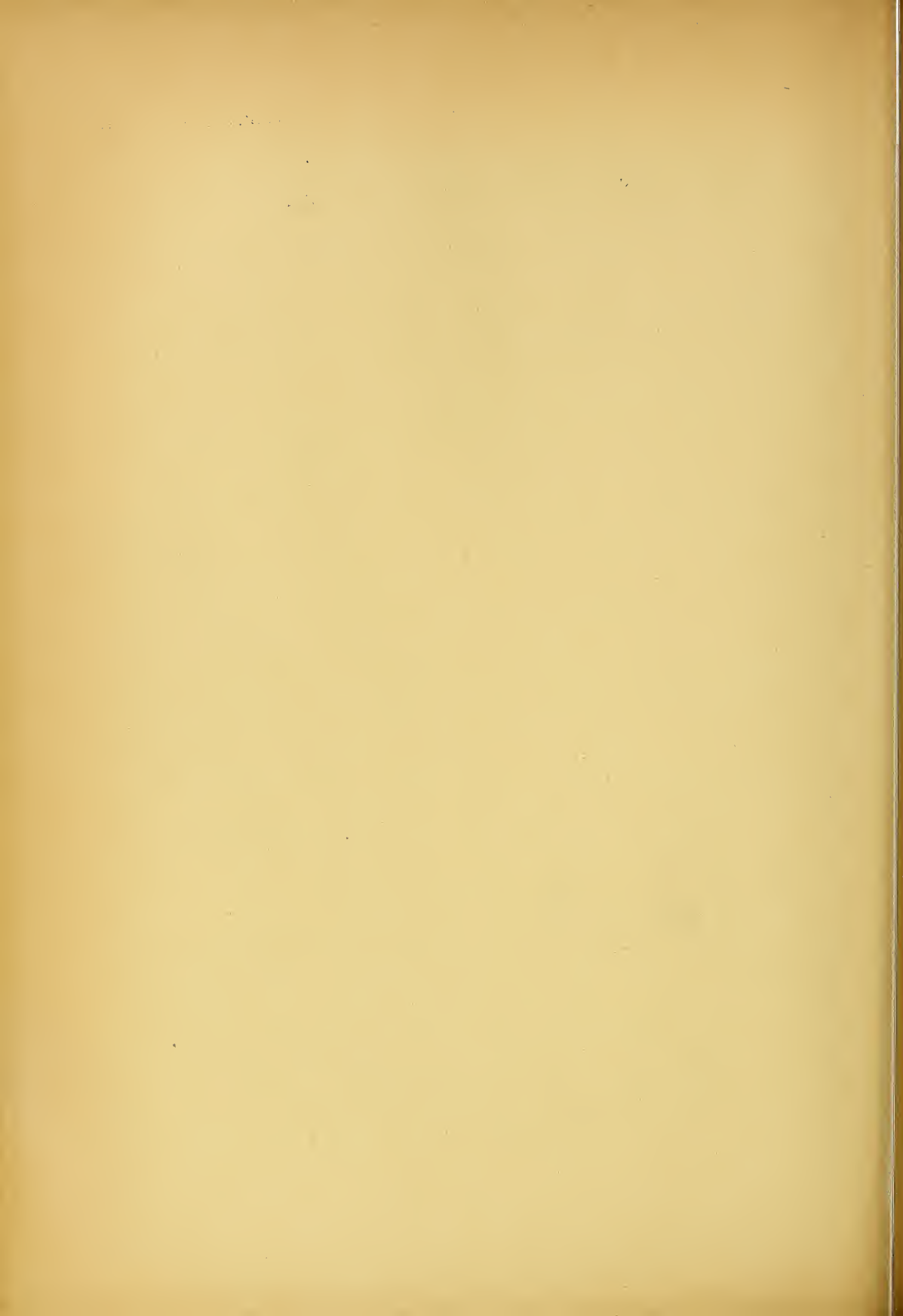
Activity performed by: 3 Area Supervisors
4 Clerical Employees

Estimated man years: .40

Estimated annual salary costs: \$1,970

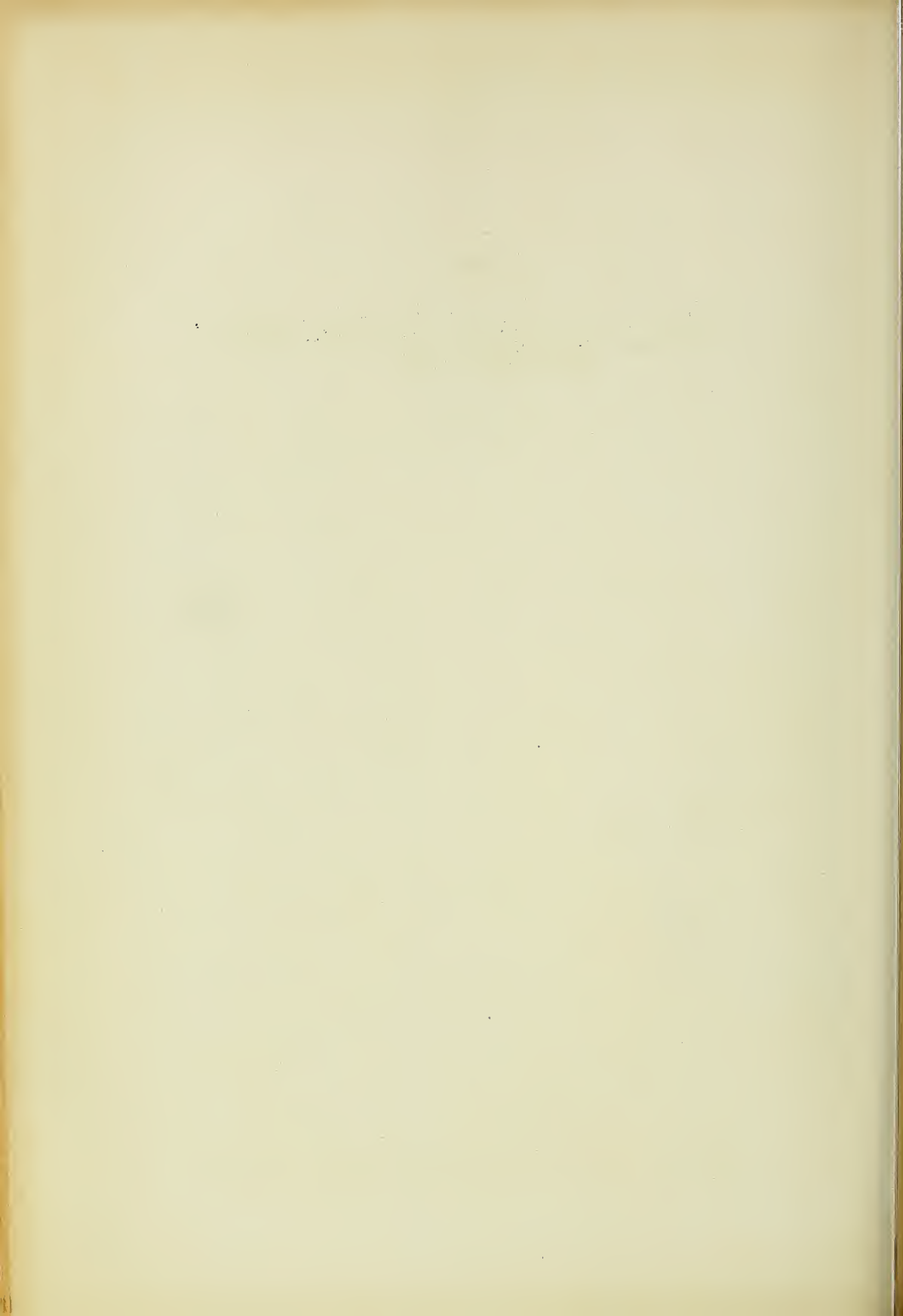
j. Administrative Services. The administrative services activity (reported only in Chicago and San Francisco) includes preparing time and attendance reports and travel and other expense vouchers; keeping an account of office expenses as a check on allotment ledger sheets; ordering supplies and signing requisitions; maintaining a follow-up card file on all incoming and outgoing mail; answering administrative correspondence; interviewing visitors; making appointments and arranging conferences; setting up and maintaining current procedure files; maintaining inventory and accountability records of equipment; making hotel, air and train reservations; issuing and keeping controls of transportation requests.

Activity performed by:	2 Clerical Employees
Estimated man years:	.70
Estimated annual salary costs:	\$1,894



PART III

ANALYSIS OF PRESENT BRANCH ORGANIZATION, STAFFING,
INTERNAL OPERATIONS AND RELATIONSHIPS WITH
OTHER UNITS OF PMA .



PART III

ANALYSIS OF PRESENT BRANCH ORGANIZATION, STAFFING, INTERNAL OPERATIONS AND RELATIONSHIPS WITH OTHER UNITS OF PMA

This analysis of present Branch organization assumes that the Poultry Branch will continue as a separate unit of PMA. Such an assumption seems to be consistent with the importance of the poultry industry in the agricultural economy and consistent with the philosophy of organization which underlies PMA.

This review and appraisal of Branch organization is restricted to programs and responsibilities now assigned to the Poultry Branch. It does not cover poultry market news and inspection and grading programs administered by the Dairy Branch, although this arrangement and operating relationships between the two branches have implications in any consideration of Poultry Branch organization. A thorough study of poultry market news and inspection and grading programs will require time and will be reported on separately at a later date. A detailed plan for this study has been prepared. (See Exhibit 13)

Points which are particularly emphasized in the present analysis include: organization for domestic price support, production adjustment and international and other supply programs; organization for research programs; and the necessity for Poultry Branch area offices.

Branch organization will be discussed first from an overall point of view and secondly from the standpoint of the individual divisions and area offices.

A. ADEQUACY OF OVERALL BRANCH ORGANIZATION FOR ADMINISTRATION OF PRESENT PROGRAMS

From an operating standpoint the present Branch programs can be grouped as follows: (1) domestic price support and production adjustment programs under the Steagall Amendment, Section 32, and Marketing Farm Products legislation and international and other supply programs, (2) research under Marketing Farm Products legislation, the Research and Marketing Act of 1946 and various price support authorities and (3) marketing service work under Marketing Farm Products legislation and the Research and Marketing Act of 1946. This grouping of programs assumes that there is a functional similarity in all types of research and service work conducted by the Branch regardless of legislative authority.

1. Adequacy of Organization for Price Support, Production Adjustment and International and Other Supply Programs.
Since administration of domestic price support, production

adjustment and international and other supply programs involves certain similar functions it seems appropriate to consider these programs as a unit and to subdivide that unit along functional lines whenever volume of work makes subdivision necessary. On a functional basis, the Program Division is responsible for formulating policies and developing programs and the Operations Division is responsible for carrying out procurement and sales operations required to execute approved policies and programs. A question has been raised whether the current volume of purchase and sales and distribution programs is now sufficient to warrant continuation of a Program Division and an Operations Division as separate units.

Price support programs for poultry and poultry products are slack at the moment and their future status is not clear. The legal authority for poultry support programs expires in December 1948, although it is anticipated that this authority may be renewed. Price support purchases and diversion under Section 32 will probably continue at the same or higher levels. International and other supply programs affecting poultry or poultry products would involve both the Program Division and the Operations Division, but the prospects for substantial poultry supply programs are indefinite.

Since the future status of price support and international and other supply programs is indefinite, it would be premature to recommend consolidation of the Program Division and Operations Division at this time. It is believed that continuation of a separate Operations Division would facilitate shifting certain phases of procurement and sales operations to Commodity Credit Corporation field offices.

2. Adequacy of Organization for Research Programs. Present organization structure for administering recently expanded research programs appears to be the most acute organizational problem of the Branch at the present time. Analysis of organization for conducting research should begin with an understanding of the term "research".

Research, according to Webster, is "studious inquiry or examination", or "a critical and exhaustive investigation or experimentation. . . ." Research usually involves careful fact gathering, analysis of the facts and the reaching of certain conclusions.

The Poultry Branch, like most of the other commodity branches of PMA, engages in fact gathering and analysis of various types. Some of the studies are of a purely transitory character, so closely integrated with

operating functions that they are difficult to treat separately. Current day to day economic analyses illustrate this type of non-research study. Other studies are more fundamental and involve painstaking fact gathering and analysis over a considerable period of time. Fundamental studies of this type might include standardization research, methods and equipment research, and research in minimizing losses in channels of trade.

For purposes of this particular analysis the term "research" has been applied to the more fundamental or long range studies and includes the planning and coordination of research projects as well as the execution of such projects. Although the researcher usually records his findings and conclusions, research may be distinguished from the preparation of educational materials based on the findings.

Research as thus interpreted is found for the most part in the Market Practices Division where it has long been conducted as an adjunct of marketing service programs. Most of this research is of a physical nature involving the application of the natural sciences to the development of standards and grades, methods and equipment investigations, and studies on minimizing losses in trade channels. A small amount of long range economic research is found in the Program Division.

Five Research and Marketing Act research projects affecting the Poultry Branch have recently been approved under the following titles: "Improving Egg Processing Facilities and Practices to Increase Efficiency and Promote Quality", "Prevention of Loss and Maintenance of Quality in Processing, Packaging and Handling of Eggs", "Marketing of Hatching Eggs with Special Reference to Transportation", "A Study of Factors Affecting Consumer Demand and Economic Efficiency Encountered in Marketing Turkeys Produced in the Eleven Western States," and "The Development and Analysis of Improved Methods, Techniques and Practices for Marketing Eggs in the North Central States and Oklahoma and Kentucky". Taken together these projects authorize about \$75,000 for the Poultry Branch. The last three titles are so-called regional projects carried on in cooperation with State experiment stations and other agencies of the Department. The first two projects are closely related to research already being conducted by the Market Practices Division.

It is difficult to distinguish studies which the Market Practices Division has been making in the past from "fundamental" research. The Poultry Branch has indicated that the old line research of the Market Practices Division "is being conducted to supplement but not duplicate activities under projects planned and operating under the Research and Marketing Act in the same field."

Research has reached a stage of development in the Poultry Branch where it should not be subordinated to service programs or to price support, production adjustment and international and other supply programs. It is of sufficient importance that it should be directed and coordinated by professional research people. In setting forth these general points, it is not meant to imply that research is or should be an end in itself but simply that it should not be overshadowed by other lines of endeavor. For example, the present Market Practices Division, with its strong emphasis on marketing service programs, would encounter difficulty in carrying out the expanding research programs. Similarly, fundamental or long range economic research in the Program Division may tend to be subordinated to current activity in formulating price support, production adjustment and international and other supply programs.

Some alternative possibilities for insuring proper organization of research programs in the Poultry Branch should be discussed briefly.

The possibility of assigning administration of Research and Marketing Act research projects to the Office of the Branch Director amounts to establishing a new division solely for RMA research with an official of the Director's Office as the acting division chief. The formulation of a separate division for administering RMA research projects would be undesirable since the subject matter of these projects is closely related to some of the research already initiated under Marketing Farm Products legislation. It is a fundamental principle of good organization to combine similar or related types of work and functions. In some cases this may mean grouping together similar work or functions which are conducted under different legislative authorities.

As a further possibility, new RMA research projects could be assigned to the present Market Practices Division and/or to the Program Division. If no basic adjustments were made in the program emphasis and personnel of these divisions, such an arrangement would probably fail to assure sufficient research specialization.

The remaining three alternatives involve establishment of a new research division with responsibility for all research or at least all related research in the Poultry Branch or some variation of this general arrangement. These alternatives are as follows:

a. The first alternative calls for the establishment of a research and service division which would encompass the whole of the present Market Practices Division; research

under the Research and Marketing Act and long range economic research now assigned to the Program Division. Such a division could be sectionalized in different ways. One or more sections could be established for research of various types with another section for informational and educational work; or sections could be established for the different types of research with the related informational and educational work conducted by the appropriate section.

This alternative has the following advantages:-

- (1) It recognizes the basic similarity of research projects regardless of legislative authority.
- (2) It brings together all research in the branch (except that conducted in the area offices) and facilitates research coordination and specialization. At the same time marketing service work is not eclipsed, particularly if it were established as a separate section of the Research and Services Division.
- (3) It permits full utilization of available personnel and does not increase the number of divisions.

The main disadvantage of this alternative is the effect it would have on present personnel of the Market Practices Division. Many reassignments would be required and problems might arise in qualifying certain existing personnel for new positions.

b. A second alternative (Exhibit 16) involves establishment of a Research Division to administer all research formerly conducted by the Market Practices Division plus RMA research and economic research formerly conducted by the Program Division. Under this alternative, the new Research Division would not completely supersede the present Market Practices Division which would retain its educational, informational and other service functions including container testing. This plan seems less desirable than the first alternative from the standpoint of emphasizing coordination of research and related service and informational programs, but it does have the following advantages:-

- (1) It places similar research together and insures coordination and specialization.
- (2) It permits the Market Practices Division to continue on a reduced basis and in this way insures continued emphasis on marketing service programs.

Disadvantages of the plan include:-

(1) Creation of a fourth division in a small branch where the number of top positions is already high.

(2) Difficulty in readjusting individual assignments. Practically all of the personnel of the Market Practices Division now have a combination of research and service responsibilities.

(3) Reduction in responsibilities of the Market Practices Division.

c. A third alternative (Exhibit 17), would establish a Research Division similar to that outlined in the second alternative except that standardization research as well as marketing service functions would remain in the Market Practices Division. This alternative has some advantages:-

(1) It combines the most closely related research of the Branch into one division.

(2) It leaves a fairly strong Market Practices Division and thus insures continued emphasis on marketing service programs.

This alternative has the following disadvantages:-

(1) It creates a fourth division in a small branch.

(2) It splits research between two divisions and does not materially facilitate overall direction and coordination of research.

(3) Individual personnel assignments would be difficult to adjust but not as difficult as they would be under the second alternative.

(4) The Market Practices Division would lose some of its responsibilities.

All factors considered, the first alternative (Research and Service Division) appears to have the most merit from the standpoint of organizing research and closely related service programs point of view -- with the second alternative as second choice.

These alternatives will be discussed further in connection with the following analysis of individual divisions.

3. Adequacy of Organization for Marketing Service Programs. The Market Practices Division appears to have placed adequate emphasis on marketing service programs in the past and the continuation of a marketing service staff regardless of its organizational form should assure adequate emphasis in the future. Several alternatives for organizing this work have been discussed in connection with research organization.

The Poultry Branch, through direct contact and an interbranch coordinating committee, is responsible for furnishing technical and policy guidance to the poultry market news and inspection and grading programs which are administered by the Dairy Branch. This subject will be analyzed in a later study of the dairy-poultry market news and inspection and grading services.

B. ORGANIZATION, STAFFING AND OPERATING RELATIONSHIPS OF THE BRANCH DIRECTOR'S OFFICE AND THE DIVISIONS OF THE BRANCH

1. Office of Branch Director

a. Analysis. The Office of the Branch Director is divided essentially into two parts, one concerned with program work and the other with management services. The program staff has eight people, three of whom are classified above the CAF-14 level, and the administrative staff has four employees (Exhibit 4).

The program staff is concerned with planning and direction of functions carried out by the Washington divisions of the Branch and by the field offices and with the development of policies governing poultry market news and inspection and grading activities administered by the Dairy Branch. This staff also performs certain functions no part of which is delegated to the divisions, to personnel in the field, or to the Dairy Branch. These functions include representation for the Northeastern Area and membership on numerous committees and groups.

About 87 percent of the manpower of the program staff is concerned with work involving supervision of the rest of the Branch and 13 percent of the manpower is concerned with direct action. Despite recent emphasis on research, less than two percent of the time of the program staff at the time of the survey is devoted to research planning and direction. However, some of the research time may have been assigned to other activities (Exhibit 8).

No member of the program staff spends 100 percent of his time on a single activity. As might be expected, the Branch Director and Associate Director report most of their time on program formulation and direction. The Assistant Director and a P-6 marketing specialist (who reports to the Assistant Director) emphasize field coordination and direction.

The administrative staff of the Director's Office distributes its time among 14 different activities, although emphasis is placed on the administrative services activity which includes supplies, duplicating and messenger work. Two of the four employees are concerned solely with the administrative services activity (Exhibit 8).

Most of the management services work of the Branch is performed by the Administrative Unit, but it is also found to some extent in the various divisions. A little over 12 percent of the manpower of the Branch is assigned to management services, exclusive of program planning and direction. This percentage is slightly inflated by the failure of a few employees to differentiate management service activities from clerical and administrative tasks incident to performing program activities. Also, the percentage of time on management services is likely to be higher in a small Branch than in a large one.

b. Recommendations. Now, as in the past, the Director's Office has both program and management service responsibilities and it should have both a program and an administrative staff.

So far as the program staff is concerned, the Director must, of course, carry overall responsibility. Below the Director's level there can be and is some specialization. The Assistant Director can continue to concern himself with field coordination leaving the Associate Director free to concentrate on activities of the Washington divisions with emphasis on program development. The Associate Director should continue to interest himself in research because under any of the alternative plans, top level coordination, direction and point of contact are necessary.

2. Program Division and Operations Division. The Program Division and the Operations Division are concerned with domestic price support, production adjustment and international and other supply programs. The Program Division conducts economic research and analysis and uses its findings to develop policies and programs -- most of which involve procurement and sales operations. The actual procurement and disposition operations are carried

out through the Operations Division which, in turn, is assisted by other branches of PMA such as the Fiscal and Shipping and Storage Branches.

The volume of work in these divisions varies according to the need for procurement and sales operations. It is to be expected, however, that the personnel of the two divisions would not vary directly with changes in program activity. So long as mandatory price supports are in effect, some program planning is required simply to determine, at any given time whether price support purchases are or are not needed. The Operations Division may, in a slack period, reach a point beyond which it cannot reduce personnel and still have a well rounded maintenance force.

Buying and selling operations for poultry and poultry products are much older than the Poultry Branch itself. The volume of these operations will be examined, generally for the fiscal years 1941, 1945, and 1947 and related to personnel numbers (see Exhibit 14). An effort will then be made to anticipate program volume in the future.

In terms of dollar volume, buying and selling activity in 1941 was small in comparison with later years. Volume was highest during the war and was still far above the prewar level in 1947. It should be noted, however, that 1941 and 1945 figures are not exactly comparable with 1947. Operations in 1947 included a substantial price support program but there was no active support program in 1941 and 1945. Some diversion and supply activities were found in 1941, 1945 and 1947 (As previously noted, supply programs are no longer active in the fiscal year 1948).

As might be expected, the number of program personnel was higher in 1945 than in 1947. However, there were two employees (excluding the Branch Director's Office) at CAF-14 in 1947 compared with one in 1945. This increase in top level positions was due to the creation of a separate Poultry Branch which included a program division and a separate division for operations.

Present volume appears to be lighter than it was in 1947, although numbers of personnel have not changed as of the time of the survey. The Chief of the Operations Division indicates that his staff of 15 is already at the minimum for a maintenance force.

Prospects for the future are somewhat nebulous. The Steagall Amendment, which is the legal basis for price support operations, expires in December 1948, and it now

appears that the Poultry Branch will have very little part in foreign supply programs. Diversion programs are likely to continue at about the same or possibly at an increased rate.

a. Program Division

(1) Analysis. The Program Division has three major types of responsibility: (1) research to provide economic background for long range programs, (2) economic analysis and statistics which include current analysis of supply and demand conditions, production economics and goals, and statistics, and (3) program planning which includes program policy formulation, docket preparation and review, bulleting preparation and review, disposal of CCC stocks, etc.

About 12 percent of the manpower of the Division is concerned with research, about 39 percent with current economic analysis and statistics and 29 percent with program planning. The remaining manpower is concerned with trade relations (seven percent), special assignments (eight percent), and Division direction and housekeeping (five percent).

Organization and classification charts for the Program Division show two sections, one entitled "Economic Analysis" and the other "Programming." In large part because of the decline in personnel numbers and the declining program volume, these sections have not been used in actual practice. (At the present time the Program Division has 12 employees as compared with 16 in 1946 and 15 in 1945.) Nor have any other sectional arrangements been used. All of the technical personnel report direct to the Division Chief, or to the Assistant Division Chief.

Lack of sections does not mean the complete absence of specialization among individual employees. Specialization is chiefly in terms of commodity. One of the technical people is concerned with research, economic analysis and program planning for eggs, while another specializes in research, analysis and programming for poultry and turkeys. In addition, there is some tendency to specialize along functional lines in statistics used by the whole division and in production goals. (Exhibit 5).

Despite the specialization, only two of the employees of the Division spend 100 percent of their time on a single activity (Exhibit 9). Eight of the 12 employees have some part to play in long range economic research, eleven are concerned with current economic analysis and all but two work on some aspect of program planning. Research illustrates the extent to which various activities are carried on by the same employee. Among the technical personnel, three give research about 20 percent of their time and two give it ten percent of their time.

(2) Recommendations. Under the various alternative arrangements for administering research in the Poultry Branch, the Program Division would lose its economic research responsibility. Due to the intermingling of activities, the separation of research work would cause some realignment of duties and the probable loss of one or two employees. The Program Division would continue to conduct current economic analyses, plan production goals and develop price support and related programs. So long as the staff is small, sections will be no more necessary in the future than they have been in the past. There is no basic objection to the present pattern of specialization among individual employees. There is much logic in having the commodity specialist who is responsible for preparing the egg docket do his own current economic analysis on egg supply, demand and prices. However, in the future, it may also be desirable for this commodity specialist to do his own production goals planning. Statistical work is useful to the whole division and is a legitimate functional specialty. With the transfer of long range economic research there may be some question whether the Program Division will require an assistant chief.

b. Operations Division.

(1) Analysis. The Operations Division is responsible for carrying out procurement, sales (or other disposition) and related service operations under programs and dockets formulated by the Program Division. In this connection responsibilities of the Operations Division include operational planning, preparation of specifications, issuance of announcements, review and acceptance of offers or bids, determination of contract conditions and control of quality, etc. This group of activities absorbs about 45 percent of the Division's manpower, much of which is of a clerical or semi-clerical nature. The Division also devotes about 22 percent of its manpower to records and reports, 22 percent to claims and renegotiations, four percent to divisional direction and housekeeping duties, and less than one percent to inventory management. The remaining time is spent on miscellaneous activities.

According to organization and classification charts, the Operations Division is supposed to have three sections - one to do the buying, another the selling and a third to do a contract review and reporting job. Due partly to reduced volume of work and reduced personnel, these sectional lines have not been followed consistently. (The Division had 30 employees in 1946 as compared with 15 employees at the time of the survey). Questionnaires prepared in connection with the survey indicate

a Contracts and Records Section with two units both of which report direct to the Office of the Division Chief, a claims and renegotiation group reporting to the Division Chief, and a separate employee who prepares purchase, sales, and service announcements and related documents.

It appears, however, that the person responsible for purchase and sales announcements is actually in the Division Chief's Office, and that the Division does, in fact, have three sections - one for contracts and abstracts (checking abstracts, assigning contract numbers, preparing acceptance wires, etc.), another for records and reports, and a third for claims and renegotiation. These sections reflect the largest jobs of the Division so far as manpower is concerned. It should be noted, however, that the most important function -- the policy and approval end of announcements, specifications, acceptances and contracts remains in the Division Chief's Office. The Chief's Office is also responsible for certain miscellaneous functions such as inventory management and quality control, (Exhibit 6).

Because the Operations Division is subdivided on a functional basis, it is possible to achieve some individual specialization by activity. Two employees of the division spend 100 percent of their time on records and reports, and one employee spends 90 percent of his time on reports. Three of the personnel who work on claims and renegotiations are concerned with no other work. Only six out of a possible total of 13 activities are assigned to the employees of the Contracts and Abstracts Section. (Exhibit 10).

The distribution of work in the Operations Division seems generally in keeping with the responsibilities of the Division and the existing volume of business.

(2) Recommendations. Assuming that the volume of buying and selling work will not expand greatly in the near future, the present distribution of work among units and individuals appears to be satisfactory. The sections should, however, be solidified along the lines of this discussion and not as they appear on the work review questionnaires. In other words, it should be recognized that the Division has an Office of the Chief, a Contracts and Abstracts Section, a Records and Reports Section and a Claims and Renegotiations Section.

3. Market Practices Division

a. Analysis. The Market Practices Division is essentially a research and service organization supported by Marketing Farm Products authority and funds. Research

is conducted in connection with standards and grades, new uses, methods and equipment and losses in trade channels. Service activities are limited largely to publications, information and education.

Work carried on under Marketing Farm Products authority has for the most part a long history, much longer than the history of the present Poultry Branch. The volume of standardization and grading research and development has not changed very much for many years, but it is reported that the volume of research on methods and equipment, etc., declined somewhat after the war began. However, the war brought a need for container testing in connection with supply programs, and the Branch reports a continued demand for container testing even in the absence of supply programs. Since the war, a full time consumer relations specialist has been added to the staff and the various research and service programs have been slanted more in the consumer's direction. When the Poultry Branch was established, the Market Practices Division had seven employees. Early in 1946 it had ten people and it now has 12.

At the present time approximately one-fourth of the manpower of the Division is concerned with research, about one-seventh with divisional direction and administration and the remainder with service activities. Although the Division is not sectionalized in the official organization and classification charts, three sections are indicated on the work review questionnaires. The division chief says that he uses these sections in actual practice. (Exhibit 7).

The sections are not based on the distinction between research and service nor are they based completely on the distinction between standardization work and other work. The name of the Standards and Grades Section is somewhat misleading. This section emphasizes activities dealing with poultry and eggs as commodities and it is not responsible for standards and grades on containers. The Market Practices and Facilities Section is interested in practices and facilities including standards for containers. The Consumer Relations Section is concerned with the consumer aspects of the various activities of the Division. The Office of the division chief has four employees, the Market Practices and Facilities Section has five employees while the Standards and Grades Section and the Consumer Relations Section have one employee apiece plus the half time of another.

There is some work specialization from one section to another but the lines between the sections are not sharp. The Standards and Grades Section benefits from

and actually participates in the transportation tests which are one of the main responsibilities of the Market Practices and Facilities Section. Although primarily concerned with poultry commodities, the Standards and Grades Section also cooperates with industry and Federal and State agencies in the study of certain equipment and methods. The Consumer Relations Section is interested in activities of the other sections as they pertain to the consumer. The fluidity of section lines is further illustrated by the fact that of the 12 employees of the Division, eight receive work from more than one person, and six report direct to the division chief. (Exhibit 11).

Since sections do not conform strictly to functional lines, each employee is assigned to many different activities. It is impossible to point out employees who are engaged in research and nothing else and it is impossible to point out employees engaged exclusively in activities pertaining to standards and grades.

The intermixture of functions and duties in the Market Practices Division suggests difficulty in rearranging work assignments to fit new organization patterns.

b. Recommendations. When research is blended with other functions it tends to be deemphasized or forced to conform to the other functions. Research in the Market Practices Division is intermingled with educational and informational activities to the extent that some changes seem to be necessary if research in the Poultry Branch is to be given greater emphasis. In order to solve the research problem in the Poultry Branch several alternative organization patterns have been outlined, three of which seem more feasible than the others.

The first of these would incorporate the entire Market Practices Division, along with certain other research activities, into a new research and service division. This action would undoubtedly be accompanied by some reshuffling of individual assignments depending on the internal organization of the new division. Since more emphasis would be placed on research, certain employees might not be fully qualified for the new responsibilities. A move of this kind would not necessarily deemphasize market service work which might be made the basis for a section in the new division.

Under a second alternative, the Market Practices Division would transfer its research work to a new research division, but would retain its service activities. The Market Practices Division would give up standardization research and analysis, research in minimizing losses in channels of trade, methods and equipment research, research in by-products utilization and new uses and operation of the mobile laboratory

which, taken together, account for the time of between three and four people (Exhibits 11 and 15). Actually, however, time spent on these activities at present is not concentrated in three or four people but is spread among all the employees of the Market Practices Division. The Market Practices Division would retain its informational and educational responsibilities, including publications, demonstrations, preparation of standards and grades, and most of the consumer relations work. Since container testing is not a research function it would logically remain in the Market Practices Division. A plan of this kind would require close working relationships between the Market Practices Division and the research division; otherwise it would be impractical to split standardization research from the preparation of standards. The position of chief of the Market Practices Division would lose some weight, although this loss might be compensated to some extent in the future by the approval of service projects under the Research and Marketing Act. (Under this alternative, the name of the Market Practices Division should be changed to Market Services Division.)

Under a third alternative (Exhibit 16), the Market Practices Division would give up research on by-product utilization and new uses, methods and equipment research, research in minimizing losses in channels of trade and operation of the mobile laboratory to a newly established research division. (This work is scattered among various positions at present but, in total, it would account for the time of about two employees.) The Market Practices Division would retain standardization research, container testing and its present informational and educational activities. This plan would not cause as much reshuffling of individual positions as would the second alternative nor would the position of chief of the Market Practices Division lose much weight. The plan would, however, split research between at least two divisions and standardization research is definitely related to research of other types. For this reason, the third alternative is the least feasible of the three.

One service function which might be given greater emphasis in the Poultry Branch is the observation of the poultry market news and inspection and grading to make sure that the Dairy Branch is maintaining high standards of performance.

C. BRANCH FIELD OFFICES AND WASHINGTON FIELD RELATIONSHIPS

1. Organization at Time of Survey. The Dairy and Poultry Branch of the Office of Marketing Services had

several field offices which were engaged primarily in food order administration and quality and packaging control incident to supply programs. When PMA was established, Poultry became a separate Branch, although it operated very closely with the Dairy Branch until January of 1946. The old OMS field offices were assigned to the Dairy Branch, and then, as the volume of war food orders and supply work declined, the Dairy Branch found that it no longer needed these offices except the one at Chicago. Early in 1946, at the request of the Poultry Branch, the remaining personnel of the Chicago office (31 people), San Francisco office (11 people), Dallas office (six people) and Atlanta office (four people) were transferred to the Poultry Branch. It was understood, however, that the Chicago office would continue to serve both branches.

It was possible for the Poultry Branch to reduce the personnel in each of these offices and by December 1947, Chicago had three people, San Francisco two, Dallas two and Atlanta two.

At the present time, the offices are mainly concerned with trade and public relations and with field information in connection with the programs of the Branch. Each of the offices furnishes data to Washington on supplies and prices, and in turn disseminates to the field interpretations made in Washington. The offices inform sellers and buyers of new purchase and sales announcements and give advice which, theoretically at least, is designed to improve the distribution of commodities and minimize the need for support programs.

Each of the offices stands ready to purchase and sell poultry and poultry products should the need arise. In the future, PMA policy may require that this responsibility be transferred to the CCC field offices subject to the condition that the CCC offices would obtain commodity advice and assistance from the area offices of the Poultry Branch.

The Chicago and Dallas offices perform a semi-operating job to assure quality of dried eggs for Government purchase and to assure proper packaging in conformity with Government specifications. Each of the offices works with the trade and others to secure the uniform application of standards and grades. Due to the small size of the area offices there is very little specialization by individuals. No one spends 100 percent of his time on a single activity. (Exhibit 12).

The accomplishments of the area offices have depended in large part in the qualifications of the individuals assigned to the area offices.

2. Necessity for Area Offices. The field force of the Poultry Branch is undoubtedly useful, although it is probably not as essential as it was in the days of war food orders and large supply programs. The area offices appear to perform a definite service in their trade relations and information work, and they will be useful in carrying out regional research projects recently approved under the Research and Marketing Act authority.

So long as the Poultry Branch has no other field representatives and so long as it can use field representation, it is entitled to its area offices. If the Poultry Branch did have a market news and inspection and grading field force of its own, the continuation of separate area offices might be questioned.

D. RELATIONSHIPS WITH OTHER UNITS OF PMA AND THE TRADE

1. Relationships with Shipping and Storage Branch. The Poultry Branch is primarily responsible for the purchasing and selling operation for poultry and poultry products, but fiscal and shipping and storage arrangements are handled through the Fiscal and Shipping and Storage Branches. These relationships are generally satisfactory, although the functions of the Poultry Branch and Shipping and Storage Branch in connection with inventories have been the subject of some discussion.

The Shipping and Storage Branch is responsible for inventory management which includes handling of commodities in storage, keeping records on quantities of commodities on hand by type of container, size, weight, storage, age, etc., and seeing that commodities received first are moved out first. At the same time the commodity branch must have general information about quantities on hand in order to arrange final disposition.

At present, the Poultry Branch maintains a file of reports submitted regularly by the individual warehouses, so that it can keep a current check on total quantities in inventory. Shipping and Storage Branch reports are also reviewed. The Poultry Branch in turn supplies the Shipping and Storage Branch with monthly program commitments and works with the Shipping and Storage Branch as necessary to see that inventories are moved out in the proper order.

Most of the work done by the Poultry Branch under the heading of "inventory management" does appear to be necessary. If the Branch relied entirely on reports from the Shipping and Storage Branch, the knowledge of quantities in storage might not be sufficiently current for use in

making program commitments. The two branches must work closely together in the disposition of commodities in storage. Whether the Poultry Branch needs to keep detailed back files of warehouse reports is doubtful - as long as similar files are maintained by the Shipping and Storage Branch.

2. Relationships with Dairy Branch. When the Poultry Branch was established as a separate entity, poultry market news and inspection and grading were left in the Dairy Branch. Probably the major reason for this decision was the fact that many individual reporters and inspectors were concerned with dairy as well as poultry products, and a cleavage of the responsibilities might necessitate the employment of more personnel. In this connection C. W. Kitchen wrote a memorandum to J. B. Hutson on August 3, 1945, which contained this paragraph:

"If these two divisions, namely Market News and Inspection and Grading, are divided and operated as completely separate units as commodity branches ordinarily operate, a substantial increase in cost would result, as well as a decrease in efficiency. We have not undertaken to compile an actual estimate, but we believe the cost of conducting the market news work would be doubled, and there would be a considerable increase in the cost of inspection and grading."

In January 1946, the Poultry Branch proposed to C. W. Kitchen, then Assistant PMA Administrator, that poultry and egg market news and inspection (and grading) be transferred from the Dairy to the Poultry Branch. Arguments for a move of this kind would now include the following considerations. Poultry is a big and important industry which is receiving more and more specialized attention from handlers and others. The volume of poultry market news and inspection has increased at a faster rate in recent years than the volume of dairy market news and inspection. The current market news and inspection work load is concerned as much or more with poultry and poultry products than it is with dairy products. The arrangement whereby poultry market news and inspection receives administrative guidance from the Dairy Branch and policy and technical guidance from the Poultry Branch is somewhat awkward. (Coordination between the two branches on market news is supposed to be worked out by Assistant Directors of each branch. So far as inspection and grading are concerned, coordination is the responsibility of a committee consisting of an Assistant Director and three employees of each branch.)

As already indicated, the final answer on the question of administrative responsibility for poultry market news and inspection and grading must await the completion of a survey of dairy and poultry market news and inspection and grading field offices.

3. Relationships with State PMA Offices. Since the dissolution of the Field Service Branch, the Poultry Branch has maintained closer working relationships with the PMA State offices. These relationships consist for the most part of a two way exchange of information. The State offices feed data to the Poultry Branch area men who in turn compile it and submit it to the Poultry Branch Director's Office in Washington. At the same time the Poultry Branch makes its interpretations of economic trends available to the PMA State offices (through the area offices) or to the Assistant Administrator for Production. The Poultry Branch (Program Division) deals with PMA State offices and the Assistant Administrator for Production on production goals problems.

The Poultry Branch was the first commodity branch of PMA to form a poultry advisory committee of representative State PMA Chairmen. This was a commendable step because it gives the State offices a sense of participation in program planning and it can also be a real aid to the Poultry Branch. This committee is a new development in the current fiscal year and only one meeting has taken place so far.

4. Committee Representation and Trade Relationships. The Poultry Branch makes a conscious effort to cultivate good relations with other agencies of the Department, with State agencies and with the trade. This process of good relations involves participation in many meetings and membership in a large group of committees. Some of the more important committees include the Department Poultry Industry Advisory Committee, Department Poultry Committee Poultry Advisory Committee of State PMA Chairmen, Poultry Advisory Committee (in connection with Research and Marketing Act projects), Provisions Technical Committee of Federal Specifications Board and Production Goals Committee.

The poultry trade is, of course, interested in Poultry Branch organization and the selection of top personnel. As might be expected, the interests of the various elements of the trade are not always identical. Some elements in the trade would, apparently be reluctant to see the expanded research program administered by the same group which has been responsible for marketing service work.

PART IV

ANALYSIS OF POSITION CLASSIFICATION
(PRELIMINARY)

PART IV

ANALYSIS OF POSITION CLASSIFICATION
(PRELIMINARY)

Information follows concerning classification analyses of individual offices and divisions of the Branch. Statistical tables resulting from these analyses are found in Exhibits 18, 19, 20 and 21.

A. OFFICE OF THE DIRECTOR

A review of the questionnaires received from individuals in the Office of the Director reveals that of the eight positions, one is revisable and three are obsolete. The description of the Director's position is revisable to the extent of adding responsibility for assigned research projects under the Research and Marketing Act of 1946. Of the three obsolete positions, one is the P-6 informally assigned from the Field Service Branch. An analysis of the questionnaire indicated that this job needed to be completely rewritten with a change in service and lowering of the grade level. However, the employee has been separated and another employee (CAF-11) is now performing the duties. The other obsolete positions will require a few final clarifications in re-description of duties without changes in grade levels.

B. ADMINISTRATIVE UNIT

Of the four positions in the Administrative Unit, which is a part of the Office of the Director, it was found that two positions were current and two were obsolete. One of the obsolete positions involves a possible reduction in grade and the other requires a re-description of duties with no grade change.

C. PROGRAM DIVISION

Two-thirds of the positions in the Program Division were found to be obsolete requiring new job descriptions without anticipated changes in grade levels except in the case of one CAF-2 which is believed should be up-graded. Four of the questionnaires were found to contain Research and Marketing Act project activities which substantially changed the job descriptions involving the position of Chief, (CAF-14), one CAF-11, one CAF-5 and one CAF-4.

D. OPERATIONS DIVISION

Nine out of fifteen positions in the Operations Division were found to be obsolete and one revisable. This is believed

to be due to the reassignment of responsibilities within the Division to bring about better operations and the reassignment of one employee, CAF-9, to research activities. The one revisable position is that of chief, CAF-14, which merely requires changes in names of organizations referred to in the body of the job description. According to duties and responsibilities as stated in questionnaires at the time of the survey, it is believed there would be downward grading of five positions, involving two CAF-7's, one CAF-5, one CAF-4 and one CAF-3, depending on additional information from the incumbents of the positions.

E. MARKETING PRACTICES DIVISION

The Marketing Practices Division had the largest percentage of current positions requiring no grade changes. However, at the time of the survey, realignment of Division activities was contemplated by the Branch. The five obsolete positions, ranging from CAF-4 to CAF-9, will require new job descriptions and their grades will depend on further clarification of questionnaire statements.

This analysis is based upon a comparison of the present position descriptions with work review questionnaires. Additional classification work will be presented in subsequent reports including an evaluation report to the Civil Service Commission on positions to be allocated.

EXHIBITS

HISTORICAL DEVELOPMENT OF PROGRAMS

For the purpose of discussion and analysis of Poultry Branch programs and organization, consideration should be given to the historical development of these programs, their basic authorities, and the various agencies which have administered them in the past.

The various programs relating to poultry products have been grouped as follows: (a) domestic price support, and production adjustment; (b) international supply; (c) wartime and post war domestic control programs; (d) marketing research and service (under the Research and Marketing Act); (e) marketing research and service (under authorities other than the Research and Marketing Act of 1946).

A. DOMESTIC PRICE SUPPORT AND PRODUCTION ADJUSTMENT PROGRAMS

1. Price Support Purchases Under Steagall Amendment. Price support programs, as provided by the Steagall Amendment of the Act of July 1, 1941 for turkeys, chickens, and eggs were inoperative until fiscal year 1946, when the first egg support program was effectuated. The first price support program for turkeys was put in operation in 1947. The price support program for chickens did not become active until the fiscal year 1948.

2. Price Support Purchases Under Section 32. In 1936, with the passage of Section 32 (act of August 24, 1935), the Federal Surplus Commodities Corporation, acting in collaboration with the Agricultural Adjustment Administration, purchased shell eggs and distributed them for relief purposes. Similar programs were in effect in subsequent years, the Surplus Marketing Administration being assigned responsibility for their administration, when that agency was established in 1940. The Agricultural Marketing Administration, established in 1942, continued to administer Section 32 price support purchase programs but on a somewhat reduced scale because of wartime demand (distribution was primarily for the School Lunch program), and after 1942, Section 32 programs were successively administered by the Food Distribution Administration, the Office of Distribution, the Office of Supply of the Commodity Credit Corporation and finally by the Poultry Branch of PMA. The volume of Section 32 purchases and distribution of eggs has increased during the past two years.

3. Production Goals. Production goals work for poultry and eggs was undertaken during the war at about the time the Food Production Administration was established in December 1942 as a result of Executive Order 9280 assigning broad responsibilities for war-time food production programs to the Department of Agriculture. While the Food Production Administration had the primary responsibility, other agencies also participated in the formation of these goals. When the Office of Production (successor to the Food Production Administration) was abolished in 1944, production goals work was assigned to the Agricultural Adjustment Agency.

When that agency was abolished and PMA was created in August 1945, production goals planning for poultry and eggs became the responsibility of the Poultry Branch although the Poultry Branch did not actually exercise this responsibility until September 1946. At the time of the survey this work is conducted as a special project under Marketing Farm Products legislation.

B. INTERNATIONAL SUPPLY PROGRAMS

Supply purchases, for lend-lease shipments, began in 1941 in the Surplus Marketing Administration. The Agricultural Marketing Administration continued and expanded supply purchases with emphasis on dried eggs, although some frozen and shell eggs as well as canned poultry were purchased. After abolition of the AMA in December 1942, supply purchase responsibility was assigned successively to the Food Distribution Administration, Office of Distribution, and to the Poultry Branch of PMA.

C. WARTIME AND POSTWAR DOMESTIC CONTROL PROGRAMS

Food orders and minimum price and rationing recommendations were inaugurated in 1942 under the Food Distribution Administration. These programs were administered successively by the Office of Distribution, Office of Supply of CCC and the Poultry Branch of PMA.

None of these programs are active at the present time.

D. MARKETING RESEARCH (AND SERVICE) PROGRAMS UNDER THE RESEARCH AND MARKETING ACT OF 1946

On August 14, 1946, the President approved the Research and Marketing Act of 1946 which expands the authority of the U. S. Department of Agriculture and cooperating State agencies in the fields of agricultural production, utilization and marketing research and service. Funds were authorized in this act for use by experiment stations and by the Department of Agriculture. However, no funds were actually appropriated until the fiscal year 1948.

When funds did become available, it was decided that they would be allotted to various agencies of the Department on the basis of projects approved by the Administrator of the Research and Marketing Act, whose office was established in the Office of the Secretary. No funds were to be approved for proposed projects when duplicated work already underway with other funds; nor were funds to be approved if money for similar work had been denied by the Congress. It was assumed, however, that Research and Marketing Act projects may supplement work begun with other funds in cases where additional money for such projects had not been specifically denied.

E. MARKETING RESEARCH AND INCIDENTAL SERVICE PROGRAMS UNDER AUTHORITIES
PRIOR TO THE RESEARCH AND MARKETING ACT OF 1946

Marketing research and service programs which preceded the Research and Marketing Act of 1946 have been carried on in one form or another for many years. For purposes of this discussion the "services" do not include poultry market news and inspection and grading because these programs are the administrative responsibility of the Dairy Branch.

The origin of egg standardization research just prior to the fiscal year 1923 was described as follows in hearings on the 1923 appropriation bill for the Department of Agriculture:

"....We have added a specialist on the standardization of poultry products, especially eggs. There is a good deal of interest in a number of States in arriving at a different basis of grading eggs, and we have one man devoting his entire time to that study." (pp. 546-7 House Hearings Agricultural Appropriation Bill, 1923, H. R. 10730, 67th Congress.)

The appropriating language which authorized this work was similar to the present Marketing Farm Products authority. Both authorities were designed to further the research and service objectives expressed by the organic act which established the Department of Agriculture.

In the fiscal year 1923, egg standardization research became the responsibility of the Division of Dairy and Poultry Products of the Bureau of Agricultural Economics. This work was accompanied by the preparation of bulletins and circulars and by demonstrations conducted in cooperation with the Extension Service and State agencies. It was also accompanied by cooperative research in egg marketing methods and practices including (by 1925) studies of breakage and deterioration of eggs in transit. Work on standardization gradually expanded to include dressed poultry in 1927, live poultry in 1929 and, finally, during the war years, eviscerated chickens and turkeys.

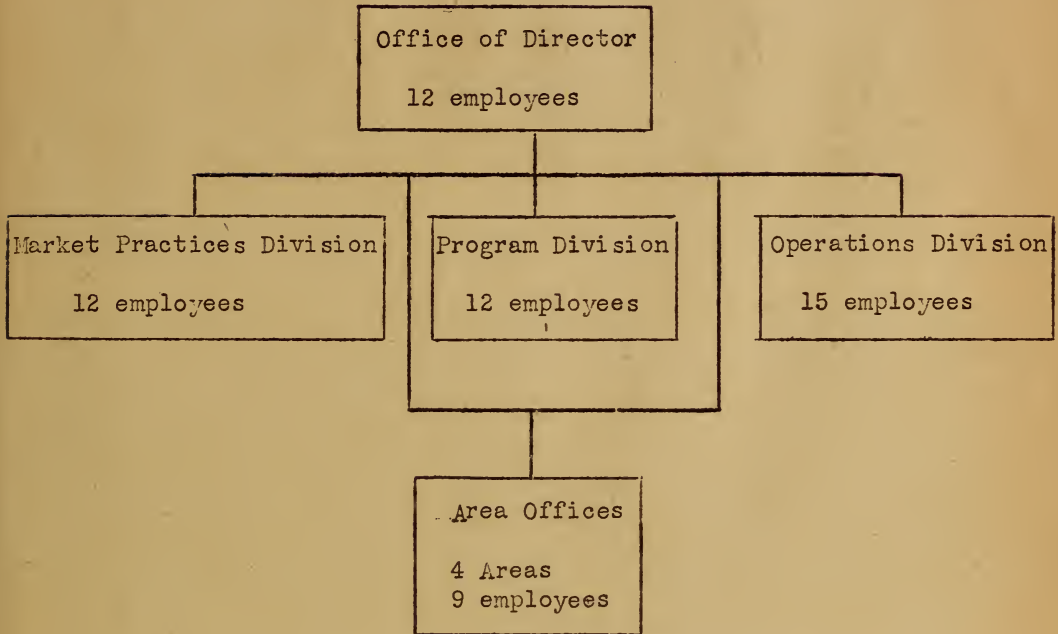
In July 1939, poultry marketing research and educational functions which had grown up in the BAE were transferred to the Dairy and Poultry Division of the new Agricultural Marketing Service. At about this time personnel from the Agricultural Adjustment Administration who had been engaged in various poultry activities including the study of new uses, were also transferred to the AMS. In December 1941, poultry marketing research and educational activities became a responsibility of the Dairy and Poultry Branch of the Agricultural Marketing Administration. These activities remained in the Dairy and Poultry Branch although the overall agency changed during the war years (i.e., Food Distribution Administration, Office of Distribution, and Office of Marketing Services). During this

period container testing began as an aid to government supply purchases, and interest in consumer relations was stimulated by the Consumer Relations Subcommittee of the Department Poultry Committee.

The Poultry Branch of PMA inherited the poultry marketing research, educational and testing work which had gradually developed in BAE and in the war agencies. At the time of the survey, this work, conducted under Marketing Farm Products legislation, included research on standard methods and equipment, losses in channels of trade, and new uses together with demonstrations and other services such as container testing and the preparation of bulletins and educational materials (particularly those of interest to the consumer).

NOTE: The above historical information has been summarized in chart form to show the various programs now administered by the Poultry Branch and the various agencies administering these and other programs, now terminated or inactive, for the period 1938-1948. This chart is contained in a separate binder entitled, "Branch and Divisional Summary Sheets," accompanying this report.

BRANCH ORGANIZATION - DECEMBER 1947



WILSON HOUSE

1871-1872

1873-1874

1875-1876

PRODUCTION AND MARKETING ADMINISTRATION

POULTRY BRANCH

OFFICE OF THE DIRECTOR

1. **PROGRAM FORMULATION AND EXECUTION.** Formulates and executes policies, programs, and activities of the Poultry Branch.
2. **TECHNICAL SUPERVISION.** Directly and through supervision of the Divisions of the Branch, furnishes technical advice and direction to the Inspection and Grading Division and Market News Division of the Dairy Branch, the Field Service Branch or other appropriate agency which is performing specialized field services for the Poultry Branch.
3. **FOOD TECHNOLOGY.** Maintains mobile laboratory and staff to provide technical assistance to industry on plant operations.
4. **ADMINISTRATIVE MANAGEMENT.** Plans and carries out administrative policies and procedures essential to Branch operations through determining requirements and recommending appropriate action to be taken on organization, budgetary, personnel, fiscal, and other management services.

RECORDED *Shelton Crighton*
 INDEXED *J. B. Thompson*
 APPROVED: *J. B. Thompson*
 Director of Poultry Branch
 DATE: JAN 24 1948

MARKET PRACTICES DIVISION

1. **QUALITY INVESTIGATIONS AND PROMOTION.** Develops and executes in cooperation with appropriate agencies, organized program to improve market practices and quality conservation of poultry, eggs, and their products; prepares for dissemination and utilizes educational materials designed to encourage participation in the above programs on the part of both the industry and the public.
2. **STANDARD INVESTIGATION AND RESEARCH.** Plans and conducts investigations on the standardization of poultry and eggs and in cooperation with producers, processors, marketing, research, educational, and regulatory agencies, develops improved and uniform standards and grades for promulgation by the Secretary of Agriculture; assists Operations Division in developing quality specifications used in the federal purchase and sale of poultry, eggs, and their products; in cooperation with Federal and state agencies, trade associations, and other conducts programs demonstrating the use of Federal standards and grades.
3. **QUALITY CONSERVATION PROGRAMS.** Organizes and directs studies on techniques and practices in the physical marketing and handling of poultry and eggs as these relate to grade standards and the maintenance of quality products, and assists in coordinating the activities of other cooperating agencies in organizing programs to improve marketing procedures and quality conservation.
4. **TECHNICAL COUNSEL.** Gives technical direction and guidance to cooperating agencies which aid the Division in the conduct of its research activities, or in the execution of programs, or in the application of standards and grades.
5. **PROCESSING AND MARKETING ECONOMICS.** From the standpoint of processing as improvement of quality and wider use of product and efficiency of operations, determines where economies may be made in the processing and marketing of poultry and eggs; advises the other divisions of the Branch of proposed economy programs; initiates services of appropriate agencies to demonstrate economy practices and to encourage industry to follow suggested economies.
6. **NEW PRODUCTS, PROCESSES, AND USES.** Cooperates with processors and marketing and research agencies in developing new products or by-products and new uses for poultry and eggs.
7. **FACILITIES.** In cooperation with other agencies, conducts investigations which will improve processing and distribution facilities; distributes results of investigations through trade associations, marketing, and research agencies and others for the benefit of the entire poultry industry.
8. **CONTAINERS.** Plans, and in cooperation with other agencies, conducts investigations on types of containers, including methods of production, improvements in production mechanisms, uses, and quality of containers; assists Operations Division in developing container specifications for use in contracting operations; distributes results through appropriate agencies.
9. **SWELLING, LOSS, AND WASTAGE.** Assesses the poultry and egg industry to obtain supplies, labor, and equipment needed to process or distribute poultry, eggs, and their products; reviews analyses and recommends action on priority applications for materials and equipment.

OPERATIONS DIVISION

1. **SUPPLY PURCHASES.** Develops and executes supply purchase operating programs to meet supply requirements of the Administration, including the analysis and acceptance of offers and the determination of contract conditions.
2. **FIELD PURCHASES.** Buys, or directs the field purchase of, commodities pursuant to Section 32 as to meet price support or supply commitments.
3. **PRICE SUPPORT OPERATIONS.** In accordance with an approved docket, develops operating plans and directs the execution of programs designed to support prices of poultry and eggs.
4. **SALES.** Develops specific sales plans and negotiates and consummates sales in order to reduce inventories or in connection with responsibilities of the Branch as disposal agent under the Surplus Property Act of 1946; follows through the surplus property sales process to be certain funds are collected and goods are released to the buyer.
5. **SPECIFICATIONS.** Develops commodity quality and container specifications for the federal purchase and resale of poultry, eggs, and their products, consulting with the Market Practices Division to determine characteristic properties of the various grades of product and quality and type of container.
6. **INVENTORY MANAGEMENT.** Represents the Director in maintaining formal liaison with Administration officials, other organization units of the Administration, and other agencies on matters of inventory management relating to poultry, eggs, and their products; maintains a continuing review of reports from warehousing and shipping offices on inventories and recommends proper action on lots which need attention.
7. **QUALITY CONTROL PROGRAM.** Administers the quality control program for dried and frozen eggs and in this connection maintains a field force which surveys processing and drying operations and inspects plant equipment and practices.
8. **FOOD ORDERS.** Administers orders applicable to the marketing, or federal purchase of poultry, eggs, and their products and recommends action to be taken on violations.
9. **IMPORT AND EXPORT PROGRAMS.** Administers programs for the importation of poultry, eggs, and their products and in this connection approves application for license under import orders; administers programs for the exportation of poultry, eggs, and their products, to meet international requirements and for emergency and relief feeding.
10. **RECORDS AND REPORTS.** Maintains records of all purchases, sale, diversion, subsidy, and related operations performed by the Division on that current information is always available; prepares such reports on purchase and sales activities as are required to conduct adequately the functions of the Division.

PROGRAM DIVISION

1. **POULTRY ECONOMICS.** Provides the Branch with comprehensive economic research and analysis of the various phases of the poultry economy as these relate to Branch activities.
2. **PROGRAM ANALYSIS AND DEVELOPMENT.** Develops plans and programs and recommends to the Director policies to be followed in the acquisition, distribution, sale, diversion, disposal, and other assigned activities; analyzes proposed programs to determine the economic consequences of proposed actions on the poultry industry and on the production and marketing economy.
3. **PRODUCTION GOALS.** Plans and recommends production goals and the methods for achieving these goals through increasing or decreasing production.
4. **PRODUCTION ADJUSTMENTS.** Plans and recommends production adjustments in order to bring production in line with goals and to balance production with marketing facilities, demand, food supplies, regional competition, and other factors.
5. **PRICE SUPPORT PROGRAMS.** Recommends policies, formulates plans and develops dockets for the support of poultry and eggs; keeps generally apprised of program activities as performed by the Operations Division and revises programs in accordance with changing conditions.
6. **PURCHASE AND SALES PROGRAMS.** Recommends policies, formulates plans, and develops dockets for the purchase and sale of poultry, eggs, and their products; keeps apprised of program operations as performed by the Operations Division and revises programs to meet changing conditions.
7. **MARKET PRICE ANALYSES.** Conducts surveys and analyzes processing and marketing costs; recommends economies and improvements in processing and marketing insofar as costs of these operations are concerned; reviews proposed price regulations and recommends changes or modifications.
8. **REQUIREMENTS AND ALLOCATIONS.** Participates in determining requirements and prepares recommendations for use by agencies concerned with the production of national and international allocations.
9. **FOOD ORDERS AND PROGRAM AIDS.** Prepares the issuance of set-aside orders and use of other procurement aids such as priority rating and requisitioning; takes necessary action to requisition supplies to meet allocations.
10. **EXPORT AND IMPORT PROGRAMS.** Develops plans and programs for importation and exportation of poultry, eggs, and their products.
11. **STATISTICAL SERVICE.** Furnishes economical and statistical information to other organizational units of the Branch; provides statistical data relating to production, distribution, consumption and prices to other government agencies, State colleges, Extension Service, interested private concerns and associations and the public.

FIELD OFFICES

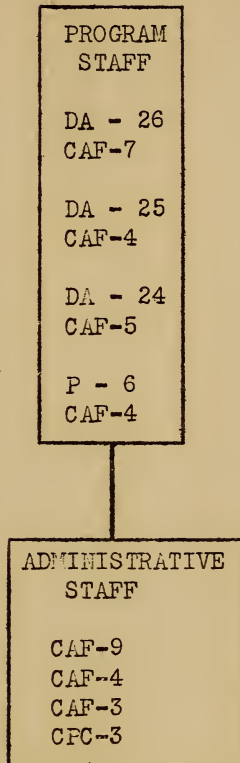
Atlanta, Georgia Dallas, Texas Chicago, Ill. San Francisco, Cal.

1. **PRICE SUPPORT.** Assists the Branch in the execution of price support operations as directed.
2. **PURCHASE AND SALES.** Executes assigned phases of supply purchase and sales programs.
3. **QUALITY CONSERVATION.** Aids the Branch in the conduct of its quality conservation program by working with Federal, State and other agencies to achieve uniform legal terminology and uniform application of standards and grades.
4. **PROGRAM AIDS.** Maintains current information on the available supply of poultry products, on processing facilities, and distribution practices for use by the Branch in the development and administration of programs.
5. **QUALITY CONTROL.** Surveys and reports to the Branch on dried egg production to assure that quality products are manufactured for government purchase.
6. **PACKAGING.** Supervises and reports to the Branch on packaging operations in dried egg, dried milk and packaging plants to ascertain conformity with government specifications.
7. **DAIRY PROGRAM ASSISTANCE.** Performs such services for the Dairy Branch as may be assigned.

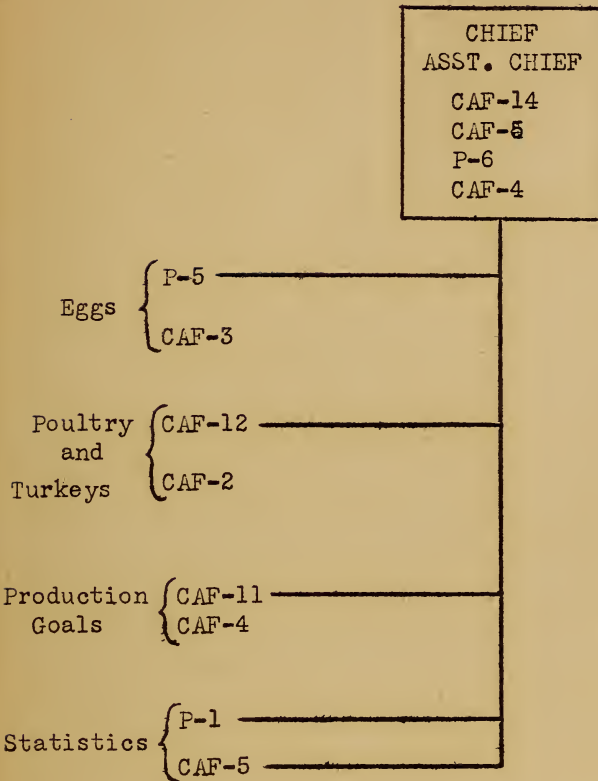
- To be operated jointly by the Dairy and Poultry Branches
- Applicable to Chicago and Dallas offices only
- Applicable to Chicago office only.

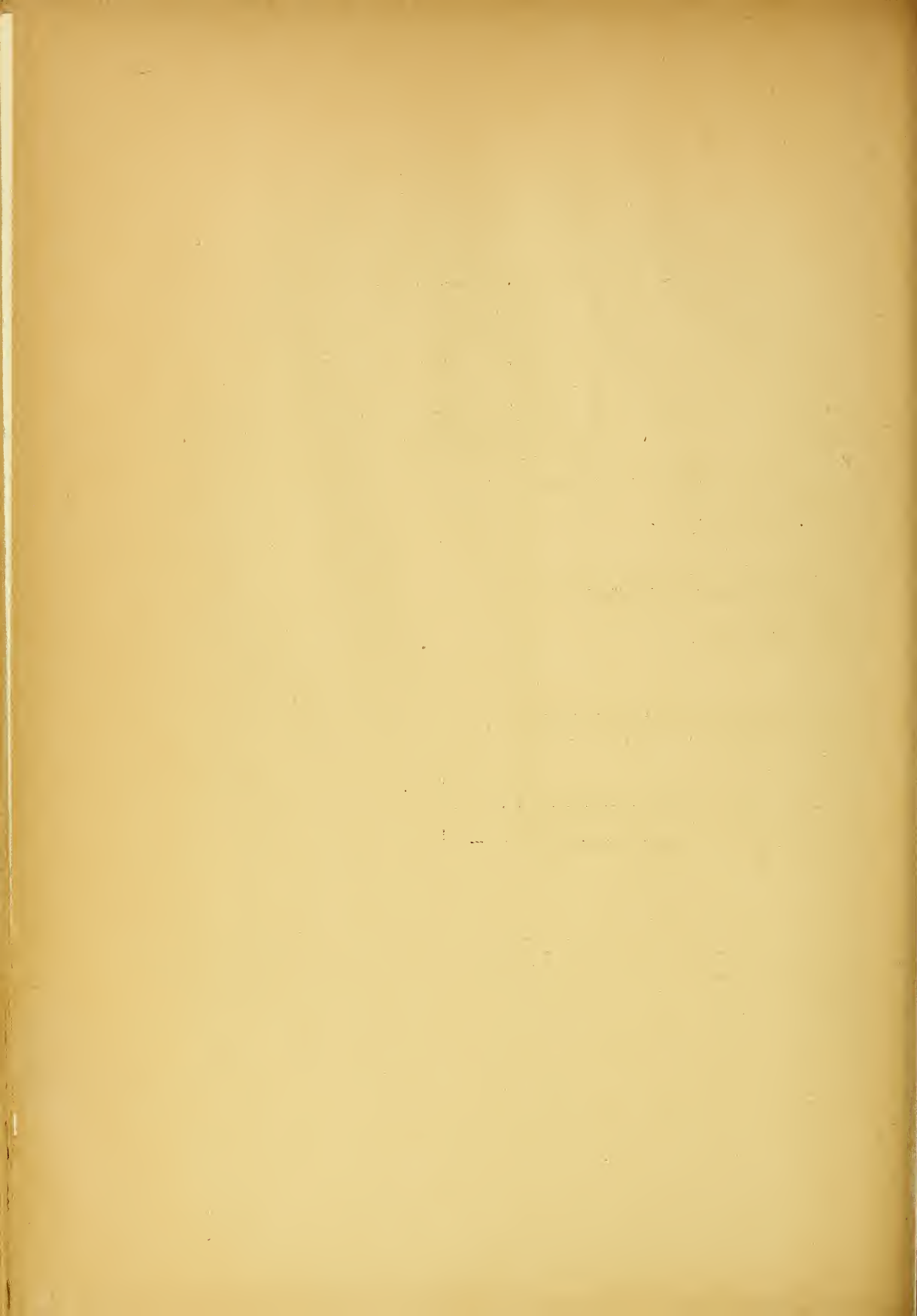


OFFICE OF BRANCH DIRECTOR - DECEMBER 1947



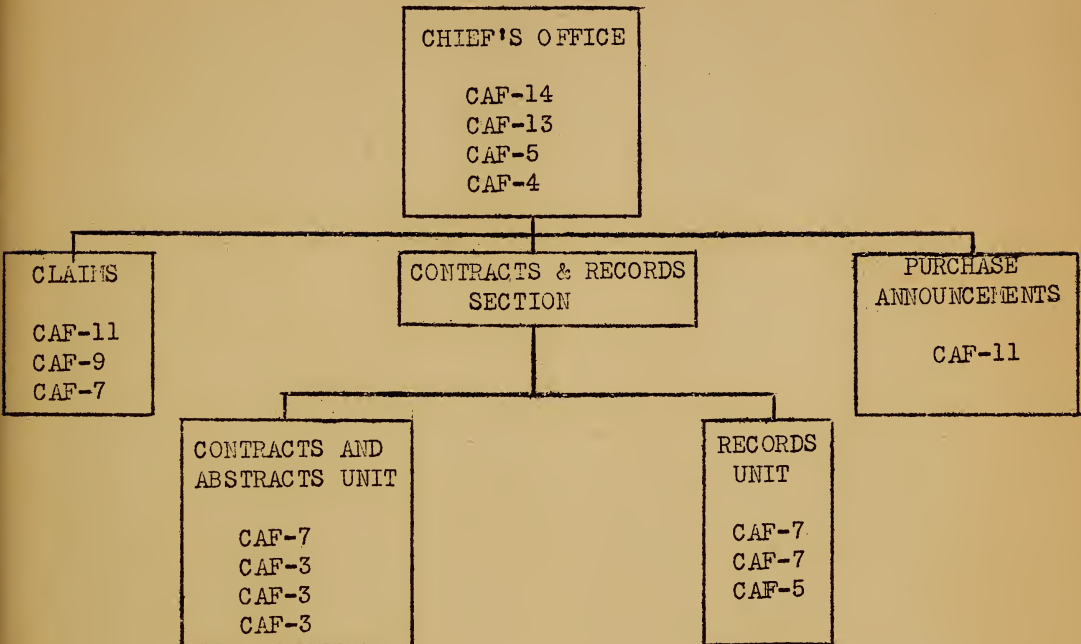
PROGRAM DIVISION - DECEMBER 1947



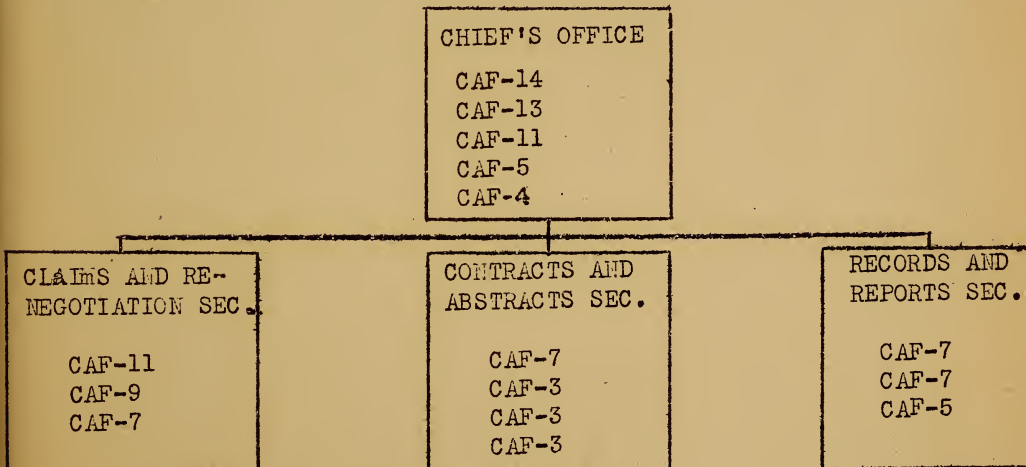


OPERATIONS DIVISION - DECEMBER 1947

1. Pattern Indicated on Questionnaires



2. Actual Pattern

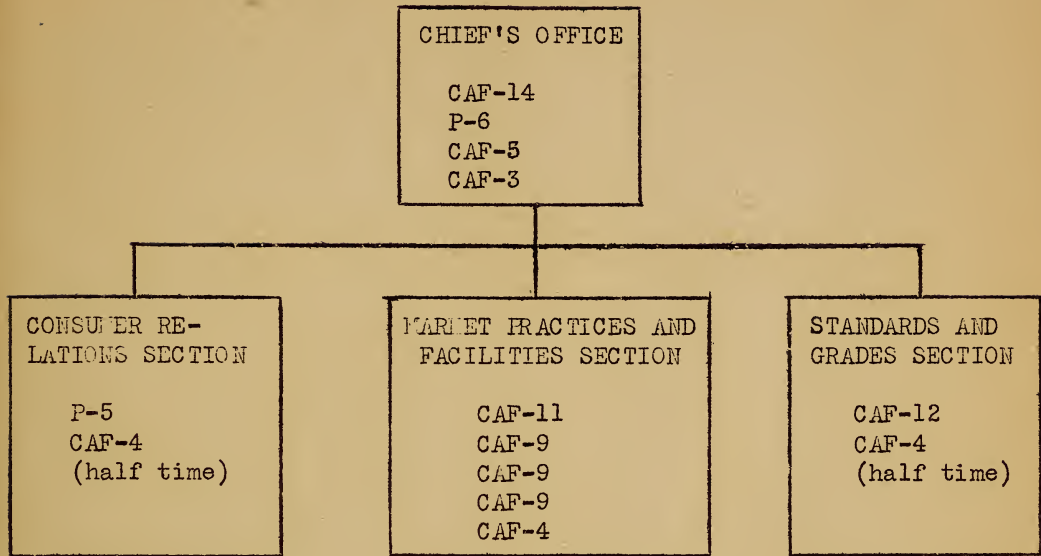


THE HISTORY OF THE UNITED STATES

FROM THE FIRST SETTLEMENTS TO THE PRESENT TIME

The first settlement in the United States was made by the Pilgrims in 1620. They came from England and settled in the state of Massachusetts.	The Pilgrims were a group of people who wanted to practice their religion freely. They came to America to escape the persecution they were facing in England.	The Pilgrims were joined by other settlers in 1630. These settlers were also looking for a place where they could practice their religion freely.	The Pilgrims and the other settlers worked together to build a new society. They planted crops and raised animals to support themselves.	The Pilgrims and the other settlers were successful in building a new society. They became known as the Founding Fathers of the United States.
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MARKET PRACTICES DIVISION - DECEMBER 1947



USDA
PMA

[illegible]

III	FUNCTIONS AND/OR ACTIVITIES (1)	NO. OF Units ENGAGED IN FUNCTION AND/ OR ACTIVITY (2)	NO. EMPLOYEES (3)	EST. NO. MAN YEARS (4)	EST. TOTAL SALARIES BY ACTIVITY 1/ (5)	CAF OR HIGHER (6)	5 / (7)
	Program Formulation and Execution Program		8	3.15	19230	4	8
	Committee Representation & Trade Relations	"	8	.80	4289	3	8
	Field Coordination & Direction	"	8	2.55	14283	4	8
	Special Assignments	"	8	.58	3329	4	8
	Administrative Management	"	5	.32	2293	3	5
	Northeastern States Area Represen.	"	2	.15	1287	2	2
	Publication Mat. for Adm. & Pub. Use	"	3	.30	2254	2	3
	Research & Marketing Practices	"	1	.15	1450	1	1
	Budget	Admin.	2	.19	749	-	2
	Fund Control	"	2	.17	695	-	2
	Time Study	"	2	.06	241	-	2
	Employment	"	2	.13	508	-	2
	Training Program	"	2	.07	268	-	2
	Employee Relations	"	1	.05	135	-	1
	Administrative Services Functions	"	4	2.40	5380	-	2
	Issuance of Travel Auth. & Clear.	"	2	.25	753	-	2
	Allotments	"	1	.03	128	-	1
	Approval of Vouchers	"	2	.22	624	-	2
	Branch Authorities	"	2	.04	155	-	2
	Management Functions	"	2	.25	832	-	2
	Field Activities	"	1	.02	85	-	1
	Special Assignments	"	2	.12	482	-	2
	Totals		12	12.00	59450	4	12

1/ Reflects approximate base pay - Not actual expenditure which is affected by L.W.O.P., etc.

2/No. employees who receive assignment from more than one person.

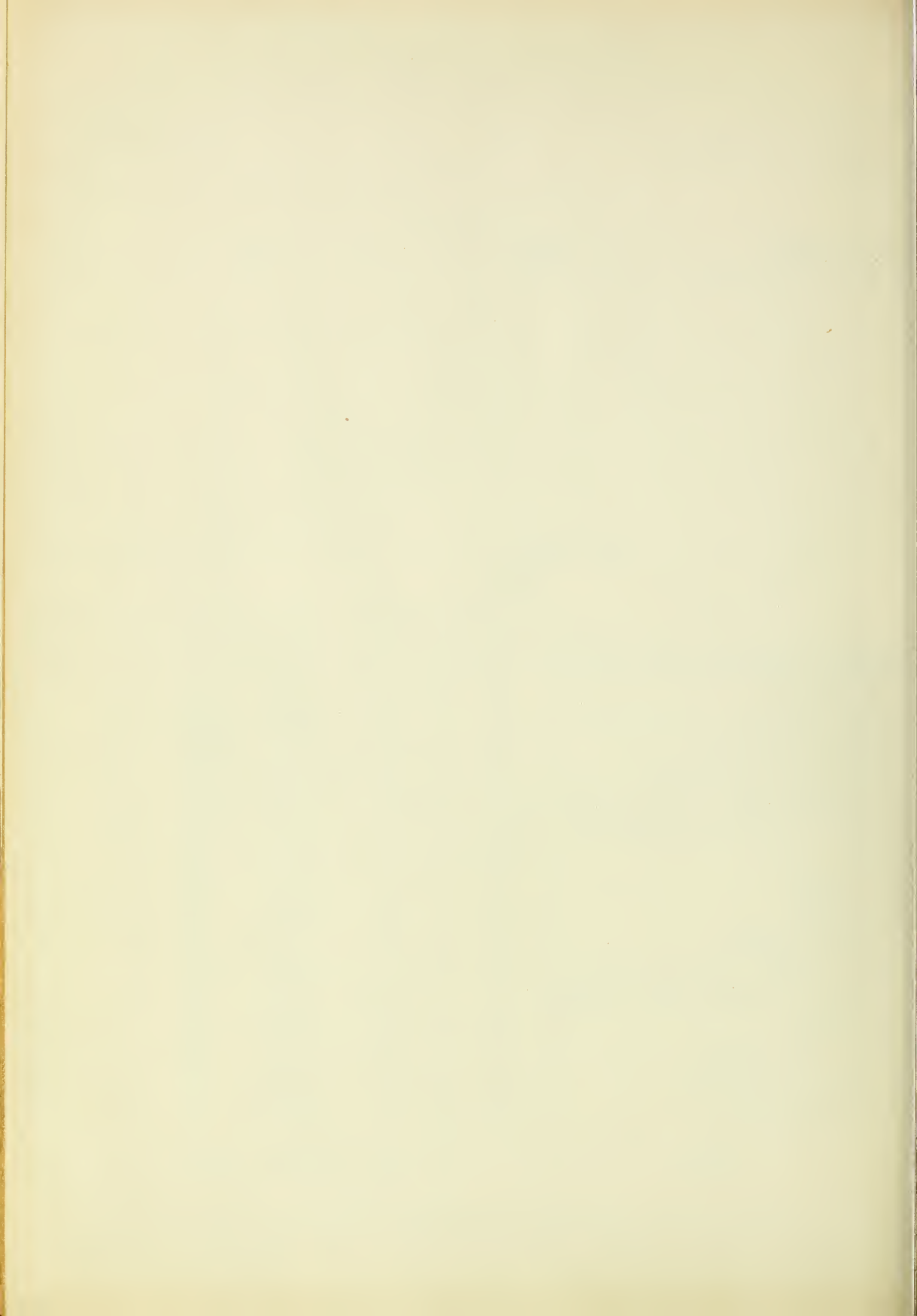
3/No. employees who submit assignment to more than one person.

4/No. who report direct to _____.

5/No. employees, listed in column 3, engaged in more than one activity.

(USE CONTINUATION SHEET - FORM PMA-451-A, IF NECESSARY)

6/ These functions are not of equal significance.



USDA
PMA

ORGANIZATION UNIT	NO. EMP.	EST. TOTAL SALARIES <u>1</u> /	NO. CAF 13	OR HIGHER	NO. REPORTING DIRECT TO
I Program Division	12	53,433	2		Division Chief 5

[illegible][illegible]

1/ Reflects approximate base pay - Not actual expenditure which is affected by L.W.O.P., etc.

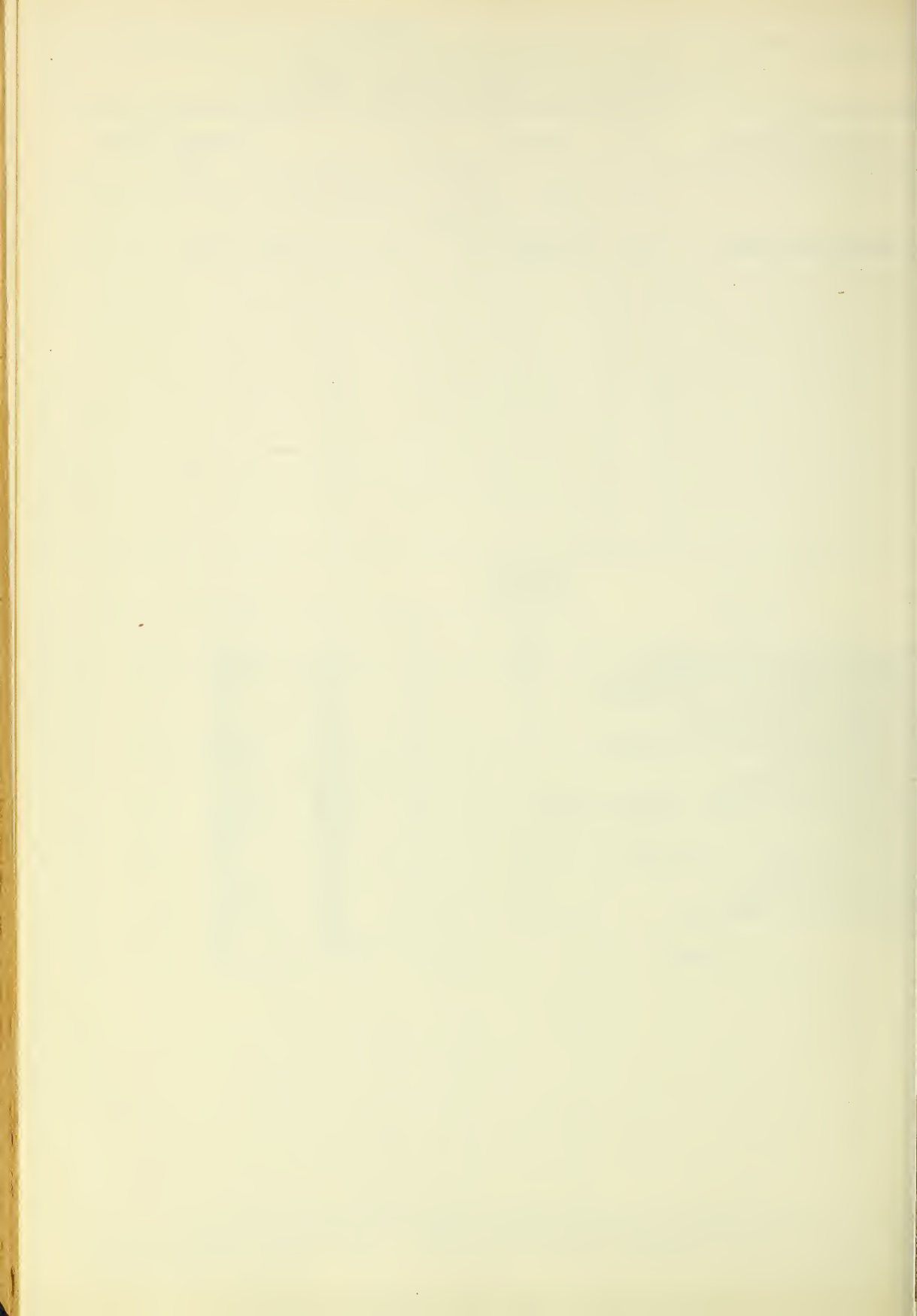
2/No. employees who receive assignment from more than one person.

3/No. employees who submit assignment to more than one person.

4/No. who report direct to _____

5/No. employees, listed in column 3, engaged in more than one activity.

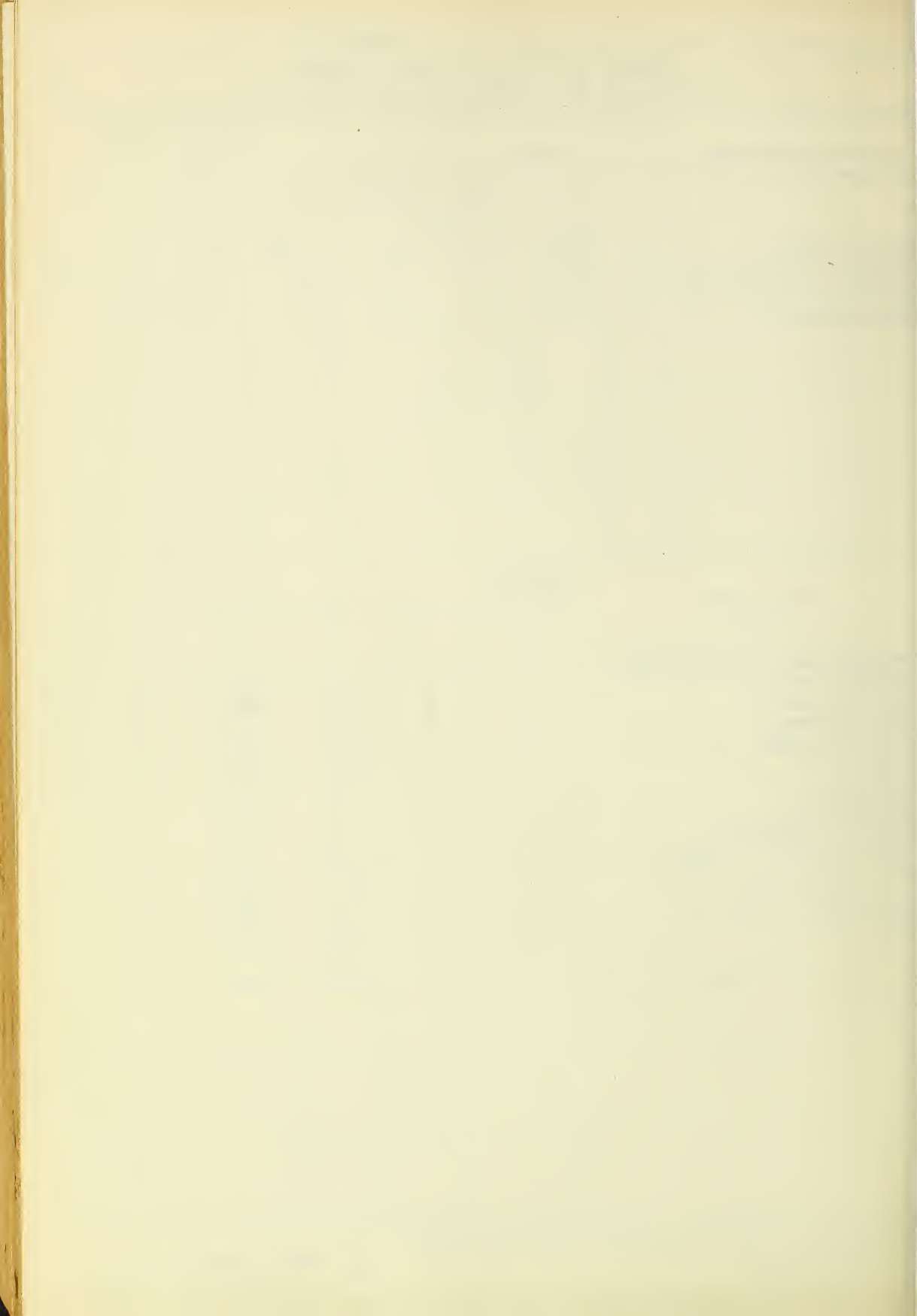
6 These functions are not of equal significance.



USDA
PMA

[illegible]

(USE CONTINUATION SHEET - FORM PMA-451-A, IF NECESSARY)



USDA
PMA

[illegible][illegible]

1/ Reflects approximate base pay - Not actual expenditure which is affected by L.W.O.P., etc.

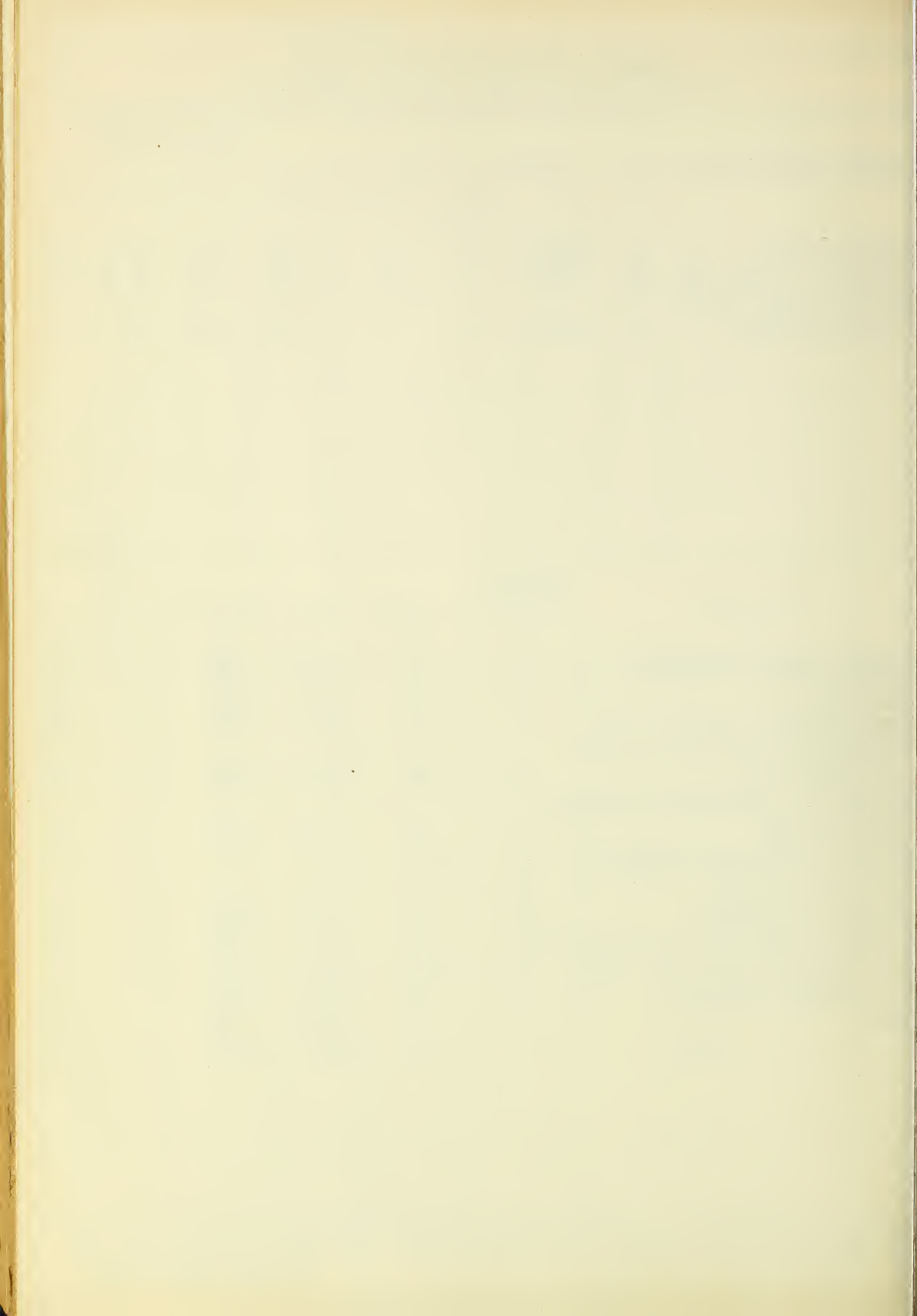
2/No. employees who receive assignment from more than one person.

3/No. employees who submit assignment to more than one person.

4/No. who report direct to _____

5/No. employees, listed in column 3, engaged in more than one activity.

6/ These functions are not of equal significance.



USDA
PMA

ORGANIZATION UNIT	NO. EMPL.	EST. TOTAL SALARIES <u>1</u>	NO. CAF <u>13</u>	OR HIGHER	NO. REPORTING DIRECT TO
I Area Offices	9	43,081	2		Area Representatives 5

[illegible][illegible]

1/ Reflects approximate base pay - Not actual expenditure which is affected by L.W.O.P., etc.

2/No. employees who receive assignment from more than one person.

3/No. employees who submit assignment to more than one person.

4/No. who report direct to Area Representative.

5/No. employees, listed in column 3, engaged in more than one activity.

6/ These functions are not
of equal significance

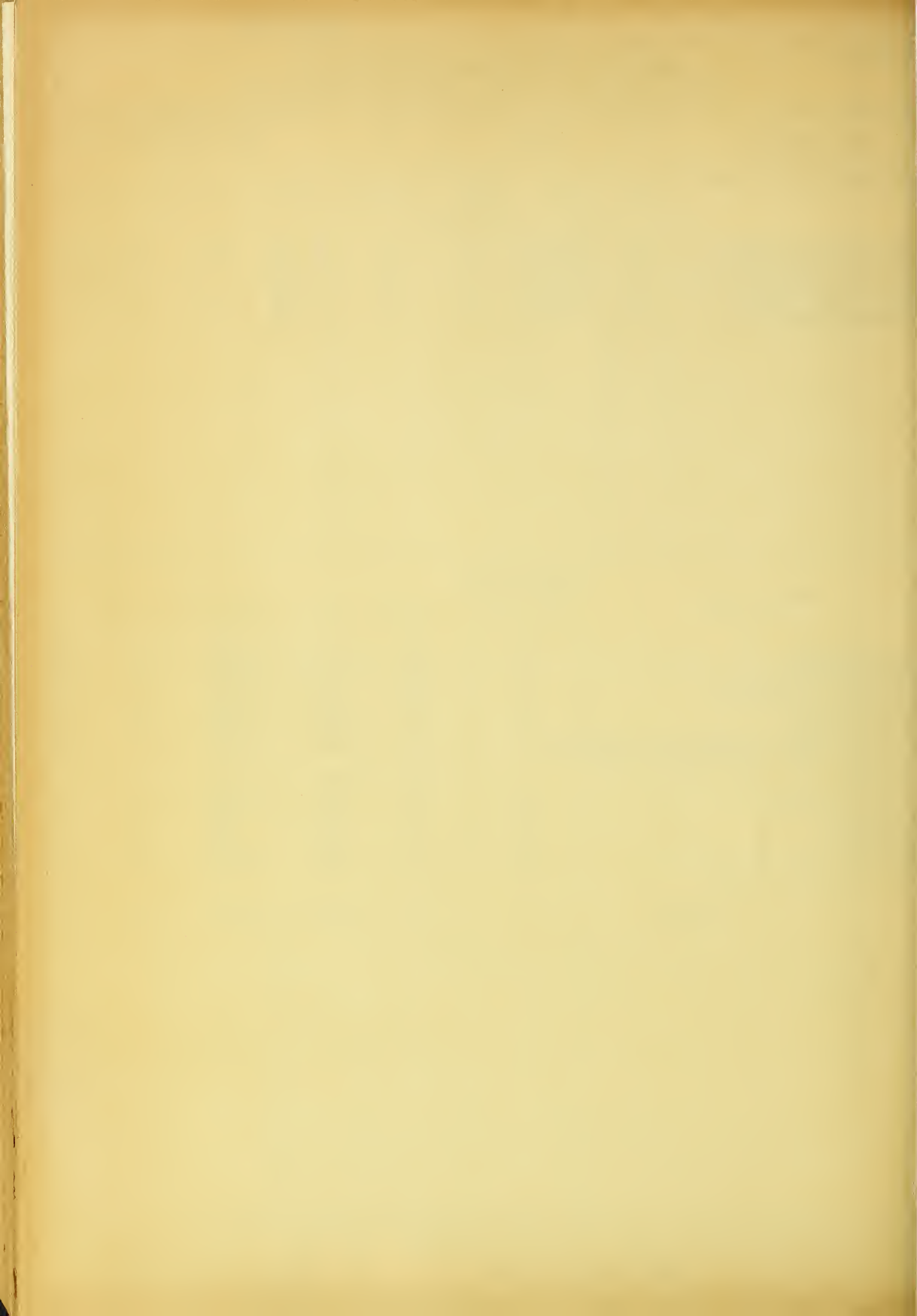


EXHIBIT 13 TO FINAL REPORT OF ORGANIZATION-CLASSIFICATION SURVEY
OF THE POULTRY BRANCH, PRODUCTION AND MARKETING ADMINISTRATION
MARCH 1948

OUTLINE OF PROPOSED SUPPLEMENTARY
SURVEY OF DAIRY AND POULTRY INSPECTION
AND GRADING AND MARKET NEWS FIELD ORGANIZATIONS
DAIRY BRANCH
PMA

Prepared by
Organization and Management Division
Budget and Management Branch
January 2, 1948

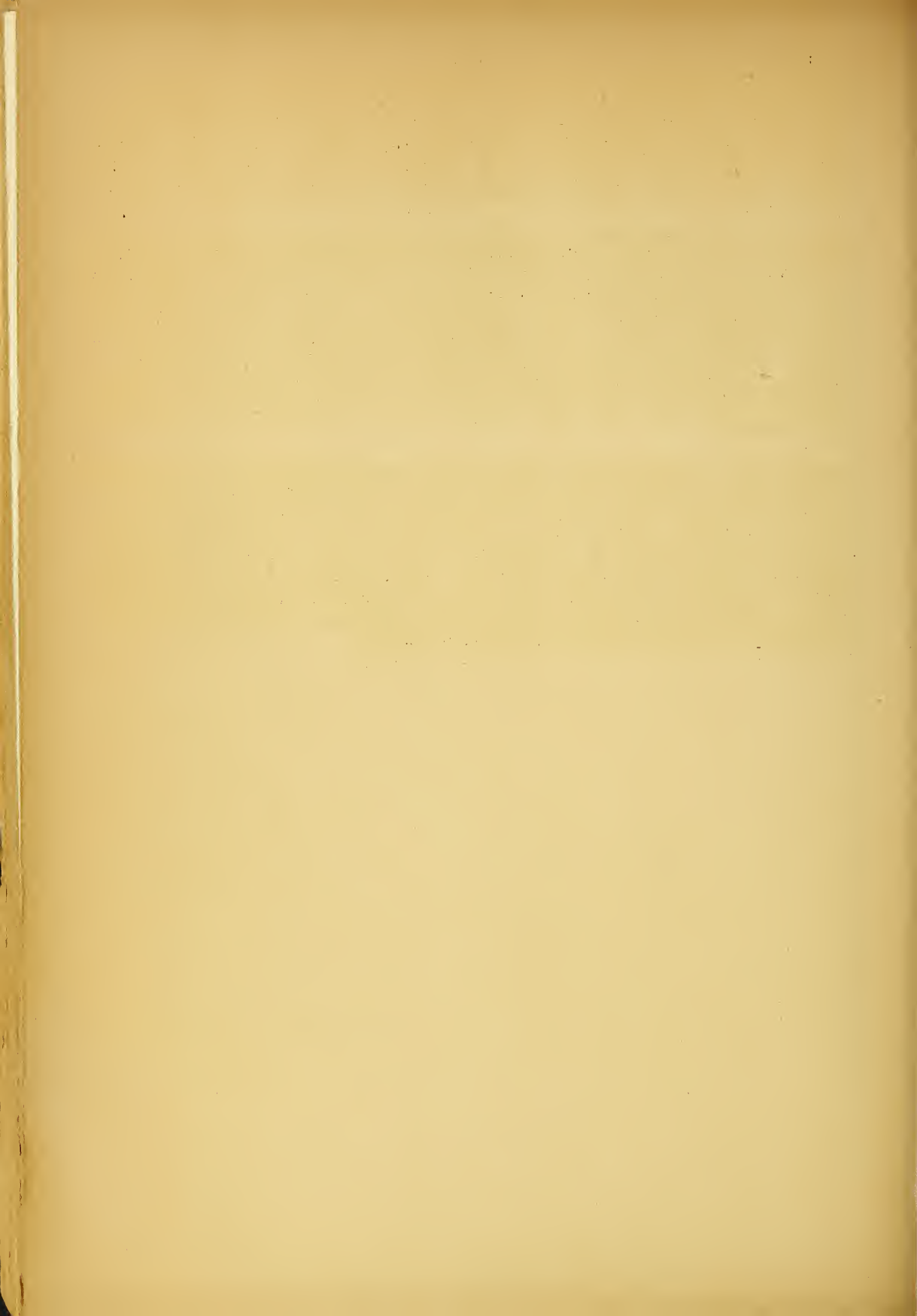


Note:

The attached statement constitutes a plan for the study of the dairy and poultry inspection and grading and market news field organization. The statement was prepared in some detail (a) because this field organization has many ramifications which otherwise might not be appreciated and (b) because the decision on this particular organization may to some extent influence the study of similar field offices elsewhere in PMA.

Study of PMA's inspection and grading and market news activities in the field will not be easy. The programs vary from State to State and branch to branch in accordance with the terms of various cooperative agreements. The programs involve State and cooperative as well as Federal employees; fees and contributions as well as appropriated funds; and lines of technical supervision which do not agree in all cases with administrative lines. Furthermore, studies of this type must consider geographical boundaries and office locations as well as lines of supervision, distribution of functions, and other matters usually associated with organization surveys.

Despite these complications, analysis of the administration of inspection and grading and market news programs should pay dividends in terms of better service at lower cost. Studies such as the one outlined in the attached statement should supply valuable background for the inspection and grading and market news research projects which are being developed under the Research and Marketing Act. Since organizational and administrative management questions are directly related to program objectives and operation, it is proposed that these studies be conducted in close cooperation with the Marketing Research Branch.



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C.	Areas and Offices	2
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2.	Poultry Inspection	3
3.	Laboratories	3
4.	Market News	3
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3.	Laboratories	4
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Attachments

- Attachment 1 - Dairy Grading - Supervisory Areas and Headquarters
- Attachment 2 - Poultry Grading - Supervisory Areas and Headquarters
- Attachment 3 - Poultry Inspection - Supervisory Areas and Headquarters
- Attachment 4 - Field Offices - Dairy and Poultry Market News Divisions
- Attachment 5 - Lines of Supervision - Federally Controlled Inspection and Grading Field Offices
- Attachment 6 - Lines of Supervision - Federally Controlled Market News Field Offices
- Attachment 7 - Offices Proposed for Study
- Attachment 8 - List Showing Coverage of Federal Classified Personnel
- Attachment 9 - Activity Lists of Dairy Branch Grading and Inspection and Market News Field Offices

Attachments (Cont'd.)

Attachment 10 - Analysis of Personnel Questionnaires from Standpoint of
Converting Information to List of Activities Developed by Dairy Branch
in Connection with Dairy and Poultry Grading

Attachment 11 - Analysis of Personnel Questionnaires from Standpoint of
Converting Information to List of Activities Developed by Dairy Branch
in Connection with Market News Work New York

OUTLINE OF PROPOSED SUPPLEMENTARY SURVEY OF DAIRY AND POULTRY INSPECTION AND GRADING AND MARKET NEWS FIELD ORGANIZATION - DAIRY BRANCH, PMA

The first section of this statement provides background information on the dairy and poultry inspection and grading and market news field organization, the second section deals with proposed supervisory changes in the administration of dairy and poultry grading programs and the third section discusses plans for a detailed survey.

I NATURE OF THE ORGANIZATION

A. General. "Inspection and grading" encompasses several types of activity. First of all it includes examination of dairy and poultry products at shipping points, terminal markets and plants for class, quality, condition and determination of grades in accordance with official standards and regulations. (This type of work is referred to in this statement as "dairy and poultry products grading"). Secondly, "inspection and grading" includes the inspection at evisceration plants of poultry and domestic rabbits for condition and wholesomeness. (This work is referred to in this statement as "poultry inspection.") Finally, "inspection and grading" includes the use of laboratory facilities to obtain chemical analyses and bacteriological determinations of various dairy and poultry products. Dairy and poultry products which are in some way affected by the inspection and grading program include (a) butter, cheese (natural or processed), milk, cream, milk products (dry, evaporated, or condensed), and (b) eggs (shell, liquid, frozen, or dried), egg products, poultry (live, dressed, drawn or eviscerated), and other dairy and poultry products.

Market news covers reports on prices, market receipts, stocks and retail movements of dairy and poultry commodities. Commodities included on an overall basis are butter, cheese, fluid milk, sweet cream, dry whole milk, nonfat dry milk solids, dried whey, condensed milk, evaporated milk, casein, shell eggs, frozen eggs, dried eggs, live and dressed poultry, and live and dressed turkeys.

Inspection and grading is supervised from Washington through the Inspection and Grading Division which is subdivided into the following Sections: Dairy Products Section, Poultry Products Section, Poultry Inspection Section and Agreements and Records Section. Market news work is directed from Washington through the Market News Division which is not sectionalized.

B. Cooperative Agreements, Funds and Personnel

1. Dairy and Poultry Products Grading and Poultry Inspection.
Much of the inspection and grading work is carried on under Federal-State

agreements which are in operation in 46 States. Agreements covering dairy and poultry products grading vary for the most part from State to State, while the poultry inspection agreements are uniform throughout the country. Plant inspections are also based on contracts between plant management and cooperating government inspection agencies. Department regulations have been issued under the market inspection of farm products legislation. These regulations provide the basis for conducting the federal service and specify fees and charges to cover the approximate cost of the service. The fees and charges are placed in trust fund accounts. The small Federal appropriation for inspection and grading is used to finance a part of the cost of the Washington staff of the Inspection and Grading Division.

Technical personnel in dairy and poultry products grading work may be licensed Federal employees in classified jobs, licensed cooperatively controlled employees in non-allocated jobs, State employees with Federal license or privately employed personnel with Federal license and bond. A single inspector may be licensed to grade as many as four major dairy and poultry products.

Technical personnel in poultry inspection work are all licensed Federal employees of one kind or another.

2. Market News. Market news functions are also covered by cooperative agreements. However, no fees are collected and the service is financed by direct Federal appropriation and by State contributions. Market news field employees are Federal employees in classified jobs, cooperatively controlled personnel in non-allocated jobs or State employees.

C. Areas and Offices.

1. Dairy and Poultry Products Grading. The dairy and poultry products grading activity utilizes two different sets of areas, neither of which coincides exactly with BM areas. These grading areas have been established for convenience in giving technical supervision. For technical supervision of dairy grading the United States has been divided into three areas (Attachment 1); for technical supervision of poultry grading the country has been divided into five areas (Attachment 2). Each of the areas has a headquarters office for the regional supervisor. Chicago, New York, and San Francisco are headquarters points in both sets of areas. (A few States have Federal-State supervisors who also have headquarters stations.)

Actual operations are carried out by dairy and poultry products graders who are scattered around the country, working sometimes in groups and sometimes alone. The station where a group is located may be called an office, particularly if the group includes clerical as well as technical employees. The operating

office or station has an officer in charge who may also be a regional supervisor or Federal State supervisor. No uniform distinction is made for operating purposes between dairy grading offices and poultry grading offices although some of the offices, particularly in the midwest, are concerned exclusively with poultry products.

2. Poultry Inspection. In the interest of adequate technical supervision of poultry inspection work, the country has been divided into four areas, which do not coincide with BM Branch areas (see Attachment 3). Poultry inspection regional supervisors are headquartered at Philadelphia, Chicago, Omaha, and Sacramento.

The poultry inspectors themselves are located at various processing plants throughout the country. The points at which these inspectors are located are called "large stations", "small stations" or "substations". If several inspectors are located at a single station, one of the inspectors is designated "inspector in charge". Large stations are distinguishable from small stations by the number of processing plants serviced and the number of inspectors required. Substations are so named because they are seasonal in character.

3. Laboratories. Laboratories servicing the division are located in Chicago and San Francisco. The San Francisco laboratory is commercially operated.

4. Market News. There are 23 market news offices but no areas or regions (Attachment 4). Three of the offices are staffed with State employees; four are Fruit and Vegetable offices which also cover dairy and poultry market news; and four others combine dairy and poultry market news with inspection and grading.

D. Lines of Federal Supervision. The U. S. Department of Agriculture has a responsibility for technically supervising all dairy and poultry inspection and grading and market news activities which are carried out under the cooperative arrangements. However, the Department chiefly confines its administrative supervision to those personnel who are designated as Federal employees. In general, Federal employees are those who occupy Federally allocated positions plus personnel in non-allocated jobs who are paid in large part by the Department. The following discussion of line's of Federal supervision is limited to field operations which are subject to Federal administrative as well as technical guidance.

1. Dairy and Poultry Products Grading (see Attachment 5).

The Federal officer in charge of a dairy and poultry products grading office or station receives administrative guidance from Washington and technical guidance from the dairy products regional supervisor or the poultry products regional supervisor, depending on the nature of the problem. The regional supervisor specializes in dairy or poultry and theoretically he does not mix the two.

This reporting pattern is complicated in actual practice. First of all, the meaning of "administrative guidance from Washington" is not entirely clear. Generally, it refers to control of personnel, funds and related items, but the control of personnel is not vested entirely in Washington. Regional supervisors may initiate personnel actions for grades through CAF-9 or P-3. Secondly, if the State has a so-called Federal-State supervisor, the officer in charge (except officers in charge of large terminal markets) receives immediate technical guidance from the Federal-State supervisor. A Federal-State supervisor may handle technical problems covering either dairy or poultry products or both. Another complication is the fact that the officer in charge of a given office may also be the Federal-State supervisor or a regional supervisor. 1/

At least one regional supervisor on dairy products grading is found in each of the three dairy grading areas, and at least one regional supervisor on poultry products grading is found in each of the five poultry grading areas. The dairy products regional supervisors receive technical and administrative guidance from the national supervisor in Washington who is also chief of the Dairy Products Section. The poultry products regional supervisors receive technical and administrative guidance from their national supervisor in Washington who is chief of the Poultry Products Section. The national supervisors in turn are directed by the chief of the Inspection and Grading Division.

2. Poultry Inspection (see Attachment 5). The

inspector in charge of a poultry inspection station receives technical and administrative guidance from the poultry inspection regional supervisor, and there is at least one regional supervisor in each of the four poultry inspection areas. The regional supervisors in turn report to the national supervisor who is also the chief of the Poultry Inspection Section. The national supervisor reports to the chief of the Inspection and Grading Division.

3. Laboratories. The head of the laboratory in Chicago reports directly to the chief of the Inspection and Grading

1/ No effort has been made in this statement to enumerate all of the complications and variations which exist from State to State.

Division in Washington. The San Francisco commercial laboratory makes certain facilities available but actual analysis is made by a part-time Federal employee who reports to the Division Chief in Washington.

4. Market News (see Attachment 6). The head of each market news office reports directly to the head of his division in Washington with one exception. Heads of market news offices on the West coast receive technical guidance from San Francisco and administrative guidance from Washington.

II. PROPOSED SUPERVISORY CHANGE IN DAIRY AND POULTRY PRODUCTS GRADING

A plan is now pending which would give the regional supervisors of dairy or poultry products grading additional administrative responsibility. If a grading office is concerned predominantly with poultry work, the officer in charge might report administratively to the poultry regional supervisor and not to Washington as he may do at the present time. Technical supervision would be rendered as it has been in the past.

This plan strengthens the regional supervisor's position somewhat but it does nothing to simplify the somewhat complicated lines of administrative and technical authority.

III STUDY OF FIELD ORGANIZATION

A. Points Which Need Study. The dairy and poultry inspection and grading and market news field structure is complicated partly because of the Federal-State cooperative relationship and partly because it just grew that way. Study is necessary to see whether the operation can be simplified from an organization standpoint. Background information should be developed to ascertain the reasons for the present area boundaries and reasons for establishment of key offices and stations at their present location. The study should cover supervisory lines and functional relationships.

Study is also necessary to determine the feasibility and economy of separating all or part of the poultry and poultry products inspection and grading and market news work and transferring poultry segments of the work to the Poultry Branch.

Various statements have been made from time to time that grades of some of the field people are too low, but that nothing can be done about it because of limited funds. This question should also be examined.

B. Study Objectives and Plans. To discover the best survey procedure, the major objectives of the survey are listed as a basis for evaluating various alternative procedures.

1. Objectives - to Determine:

- a. Reason for establishment of present area boundaries (and relation to BM and other area boundaries).
- b. Reason for present location of key field offices or stations.
- c. Distribution of functions within and between offices.
- d. Federal supervisory lines between field offices and between field offices and Washington offices.
- e. Duties of each employee.
- f. Number of graders and market news employees dealing with both poultry and dairy products, relative amount of time on each and the costs of separating poultry from dairy services.

Objectives (a) and (b) can be covered in large part by information obtained from the Washington office of the branch, but this offers no procedural problem. Objectives (c), (d), (e) and (f) could be covered in part by data obtained from the field employees themselves. The following alternative procedures are confined to objectives (c), (d), (e) and (f). Insofar as possible, this study should conform to the survey procedure used in surveying other programs and organizational units of FMA. Present survey procedure contemplates the development of a list of activities for the organization units affected (these lists have been prepared for the field offices involved), and questionnaires on which each employee describes his duties in terms of applicable activities developed for his office.

2. Alternative Methods for Accomplishing Objectives (c), (d), (e) and (f).

Alternative 1

Secure questionnaire data from all employees (both Federal and non-Federal). Objectives (c), (d), (e) and (f) would probably be accomplished by this alternative. However, it may be impossible, and is very likely impracticable, to obtain

questionnaires from all employees engaged in inspection work because of the seasonal employment factor and the fact that non-Federal employees could not be required to complete the form.

Alternative 2

Secure questionnaire data from all Federal and cooperatively controlled employees. Objectives (c), (d), (e) and (f) would be accomplished to a large extent inasmuch as most of the permanent inspection employees and offices would be covered. On the other hand, such coverage would be a sizeable task, with about 320 employees submitting questionnaires. The survey would cover a large number of offices having only one or two employees where there likely would be few if any organization and supervisory problems.

Alternative 3

Secure questionnaire data from all regional headquarters and principal field offices which have at least three Federal employees. Objectives (c) and (d) would be attained for the most part and objective (e) and (f) in part. It would be impossible, however, to determine the division of all employees as between dairy and poultry products. There is also the possibility that such a survey would be so limited as to give a distorted view of the administration of the programs.

Since this is in large part an organizational survey from the standpoint of the U. S. Department of Agriculture, it appears that emphasis might be placed on the larger field offices which have one or more Federal employees. While the third alternative listed above has some disadvantages, it is probably the most feasible, all factors considered. A tabulation showing offices which would be covered by a survey conducted on this basis is attached as Attachment 7. (However, it might be desirable to begin the survey on a test or sample basis in one area, and to include in the test a cooperating State office. As the study progresses to other areas, no additional State offices would be included.)

In these offices covered by the survey, detailed duty statements should be obtained from each employee. These duty statements should reflect the percentage of time spent on each major activity - and the activities should be divided between dairy and poultry activities.

3. Use of Available Personnel Questionnaires.

The Personnel Division recently obtained Personnel Questionnaires for classification purposes from the Federal employees

in inspection and grading work in the field and from Federal personnel engaged in market news work. These questionnaires were not obtained from the poultry inspectors.

An examination has been made of the inspection and grading and market news questionnaires to determine their adaptability for the present survey. Following are points which should be considered from the standpoint of their use in conducting the present survey:

a. Coverage. Duty descriptions were secured only from personnel in classified Federal positions for the Dairy and Poultry Grading Service and Market News Service. After checking the position descriptions furnished the Organization and Management Division against the classification schedules maintained by the Personnel Division, it was found that even this category of employee was not completely covered by the Personnel Division survey. The attached list (Attachment 8) indicates the exact coverage for the principal cities selected under Alternative Plan 3 outlined above.

b. Usability of Personnel Questionnaires. Several questionnaires from the Chicago office of the dairy and poultry grading service and three from the New York market news office were selected for the purpose of determining the usability of this type of information. An attempt was made to organize the data on the personnel questionnaires according to the activities developed by the Dairy Branch in connection with the present survey (see Attachments 10 and 11). In the main, it was possible to classify the material according to these activities. There are certain apparent inadequacies and disadvantages, however, in this material:

(1) There is no way of knowing whether an employee gave a complete description of his duties. For instance, George F. Daley's duty description made no mention of either inspection for government agencies or of appeals inspection (unlike the other graders); however, there is no way of knowing that he might have overlooked this item.

(2) Many of the statements are not clear to a layman, at least, as to just what the employee is doing; therefore, classification of data from the personnel questionnaires according to present activities may be completely erroneous in some cases. This is particularly true of the clerical positions.

(3) The descriptions do not provide information as to who reviews the employee's work under each activity. Thus it would not be possible to detect supervisory relationships and problems, particularly with reference to the clerical staff.

(4) Percentages of time spent by each employee on each activity can not be determined.

(5) Classification of these descriptions is a time-consuming job.

c. Recommended Use of Personnel Questionnaires.

Despite the deficiencies already mentioned the personnel questionnaires do have considerable value. It is suggested, therefore, that these questionnaires be returned to the employees who originally prepared them (to the extent that these employees are located in offices to be covered in this survey - Attachment 7). These employees would be asked to reshape their original statements in accordance with activity lists being used in the present survey and other requirements of the work review questionnaires used in the present survey.

Personnel in the selected offices who did not previously complete personnel questionnaires would be asked to complete new work review questionnaires. This applies to poultry inspection personnel and to non-classified personnel. It also applies to certain classified personnel as noted in Attachment 8.

4. Role of Area Offices of Budget and Management Branch. The area offices of the Budget and Management Branch will be responsible for obtaining the work review questionnaires from the field offices selected for the survey. It is suggested that these area offices be assigned the dairy offices which they normally service (see PMA Instruction 101.2).

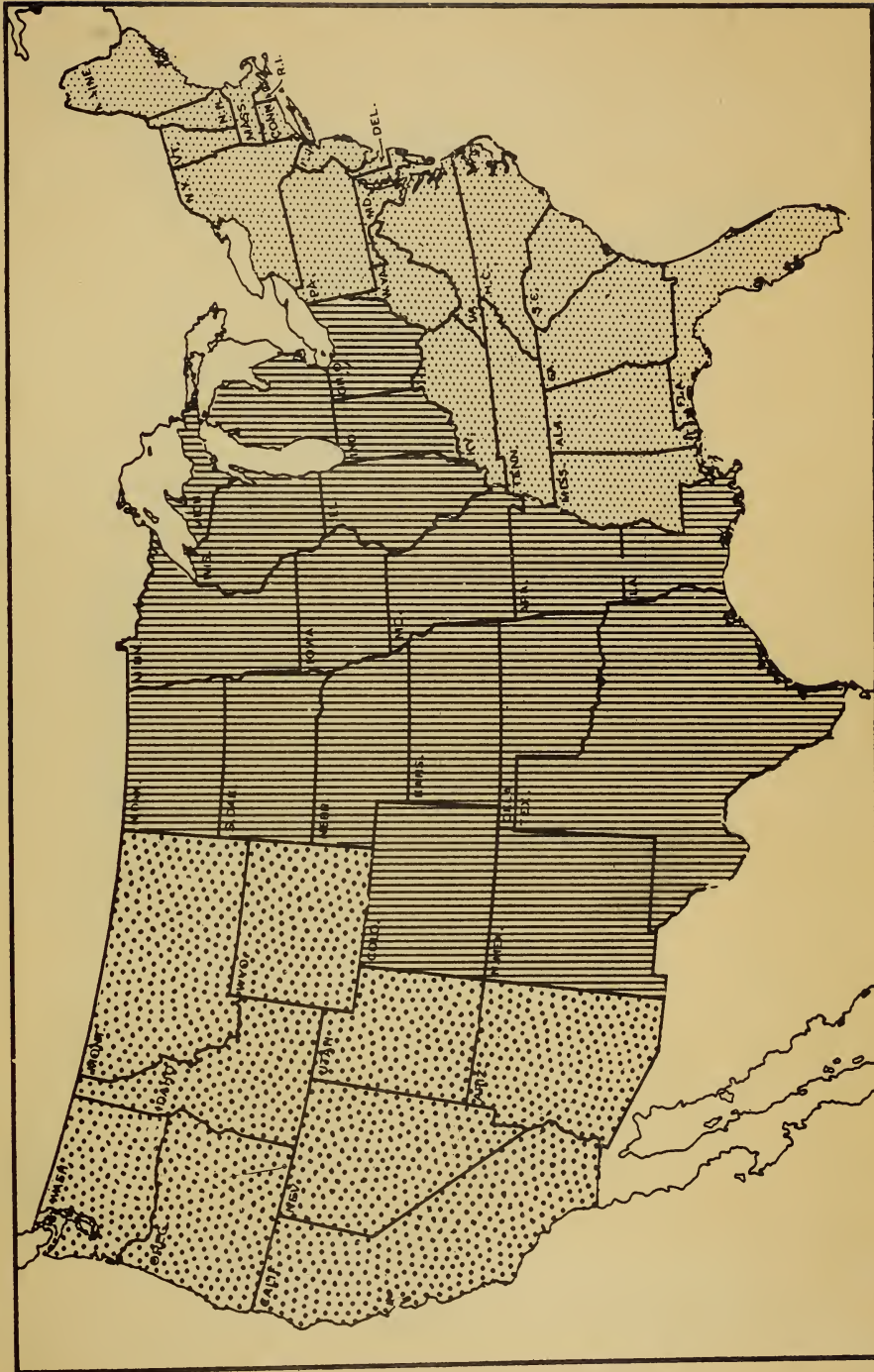
5. Conclusion. Study should be concentrated in offices listed in Attachment 7 and should cover all personnel in these offices. To the extent possible, personnel questionnaires already obtained from these employees will be used. Preferably, however, the employees themselves will reshape these data and record the revised statements on the new work review questionnaires. Personnel in the offices listed in Attachment 7 who did not previously complete personnel questionnaires will be asked to complete the new work review questionnaire.

Work review questionnaires will be distributed and returned through the Budget and Management Branch area offices which will operate according to their regular servicing pattern.

The work might begin in the New York Area on a pilot study basis (and in that area only might also include a state grading office). This pilot study should be conducted by a survey team made up of representatives from the New York Area Office, Organization and Management Division, and the Classification Section of the Personnel Division of the Washington office of the Budget and Management Branch and, if possible, a member of the staff of the Marketing Research Branch. On completion of this pilot study, other area offices of the Budget and Management Branch would be requested to proceed with their field offices selected for survey.

UNITED STATES DEPARTMENT OF AGRICULTURE
 PRODUCTION AND MARKETING ADMINISTRATION
 DAIRY BRANCH

DAIRY AND POULTRY INSPECTION AND GRADING DIVISION



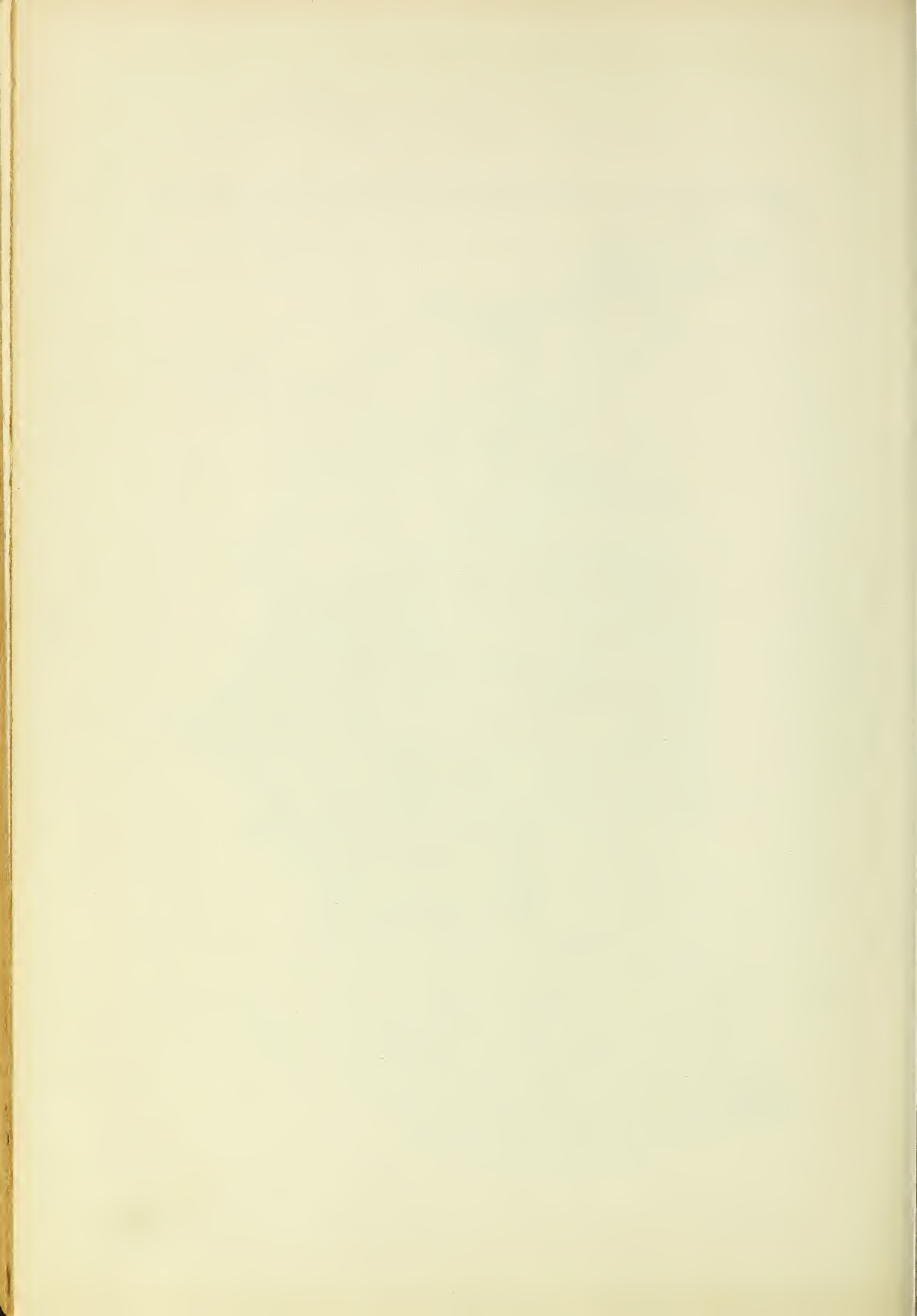
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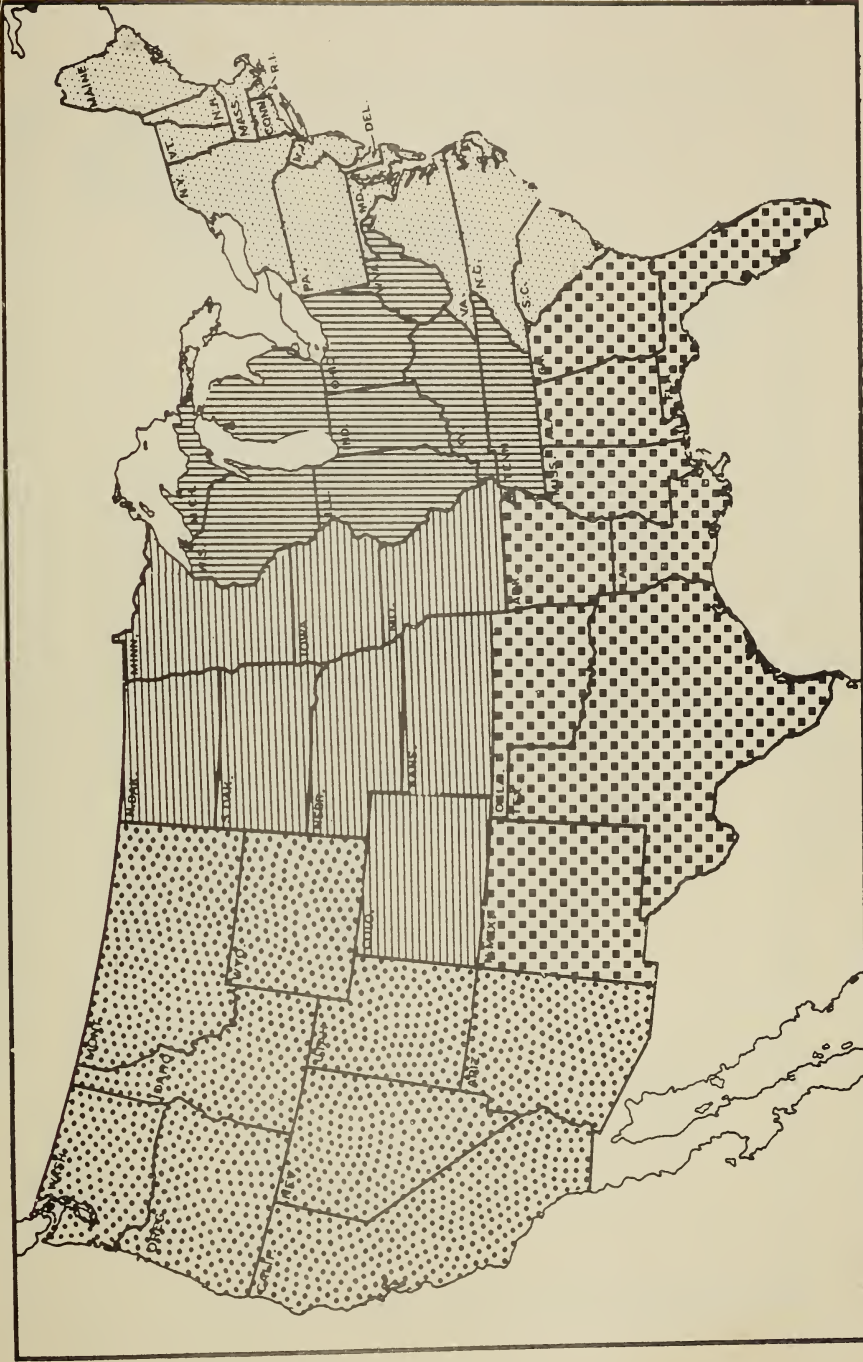
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CHICAGO, ILLINOIS

SAN FRANCISCO, CALIFORNIA



UNITED STATES DEPARTMENT OF AGRICULTURE
PRODUCTION AND MARKETING ADMINISTRATION
DAIRY BRANCH
DAIRY AND POULTRY INSPECTION AND GRADING DIVISION




POULTRY GRADING SECTION


SUPERVISORY AREAS AND HEADQUARTERS OF REGIONAL SUPERVISORS

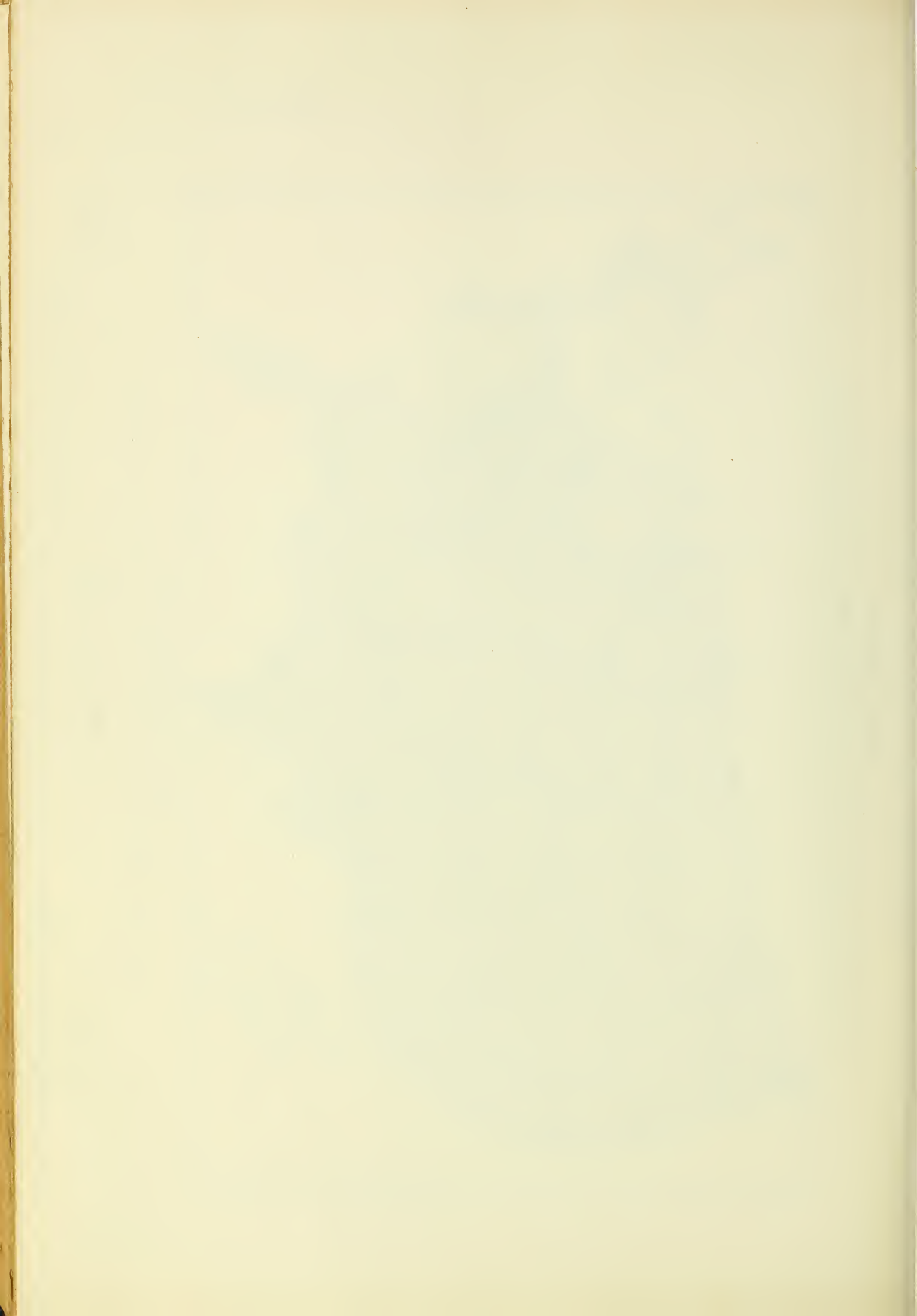
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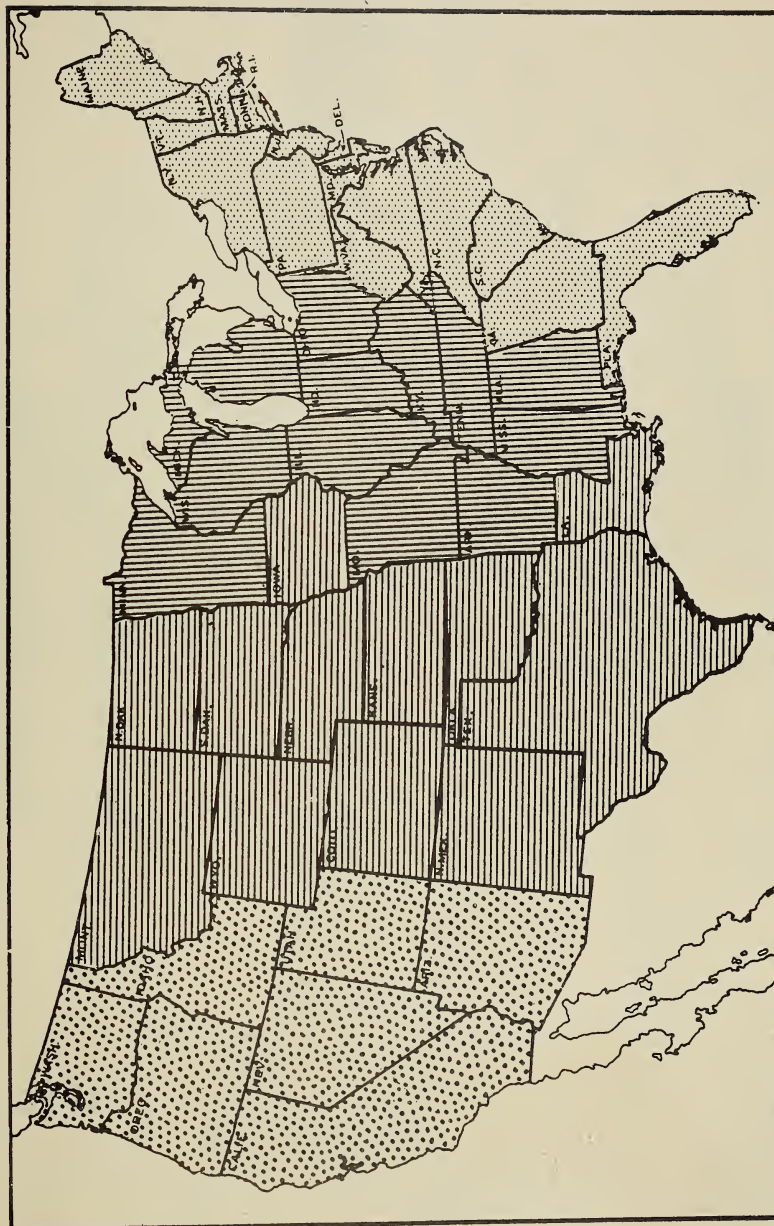
DES MOINES, IOWA

 DALLAS, TEXAS

 SAN FRANCISCO, CALIFORNIA



UNITED STATES DEPARTMENT OF AGRICULTURE
 PRODUCTION AND MARKETING ADMINISTRATION
 DAIRY BRANCH
 DAIRY AND POULTRY INSPECTION AND GRADING DIVISION



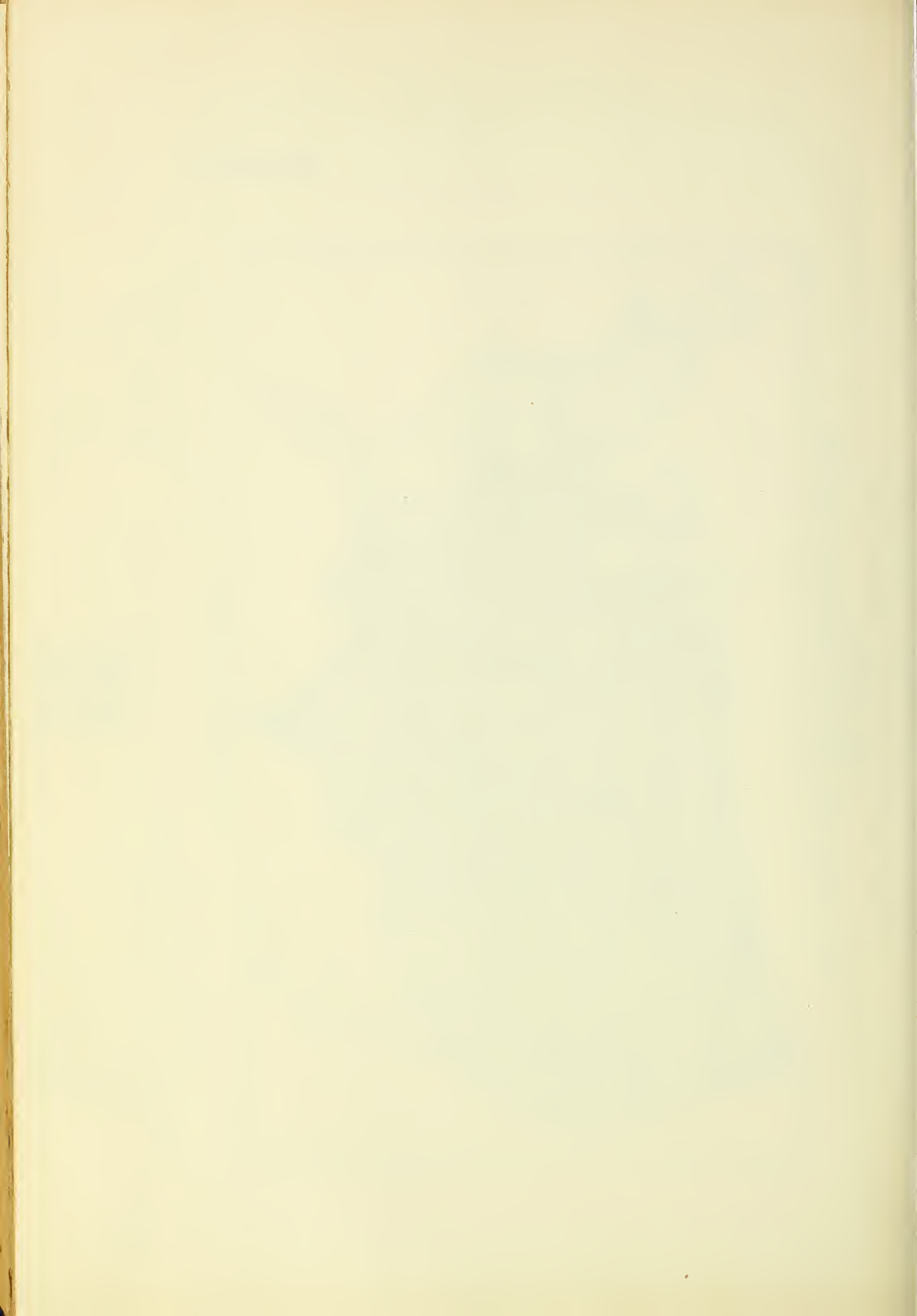
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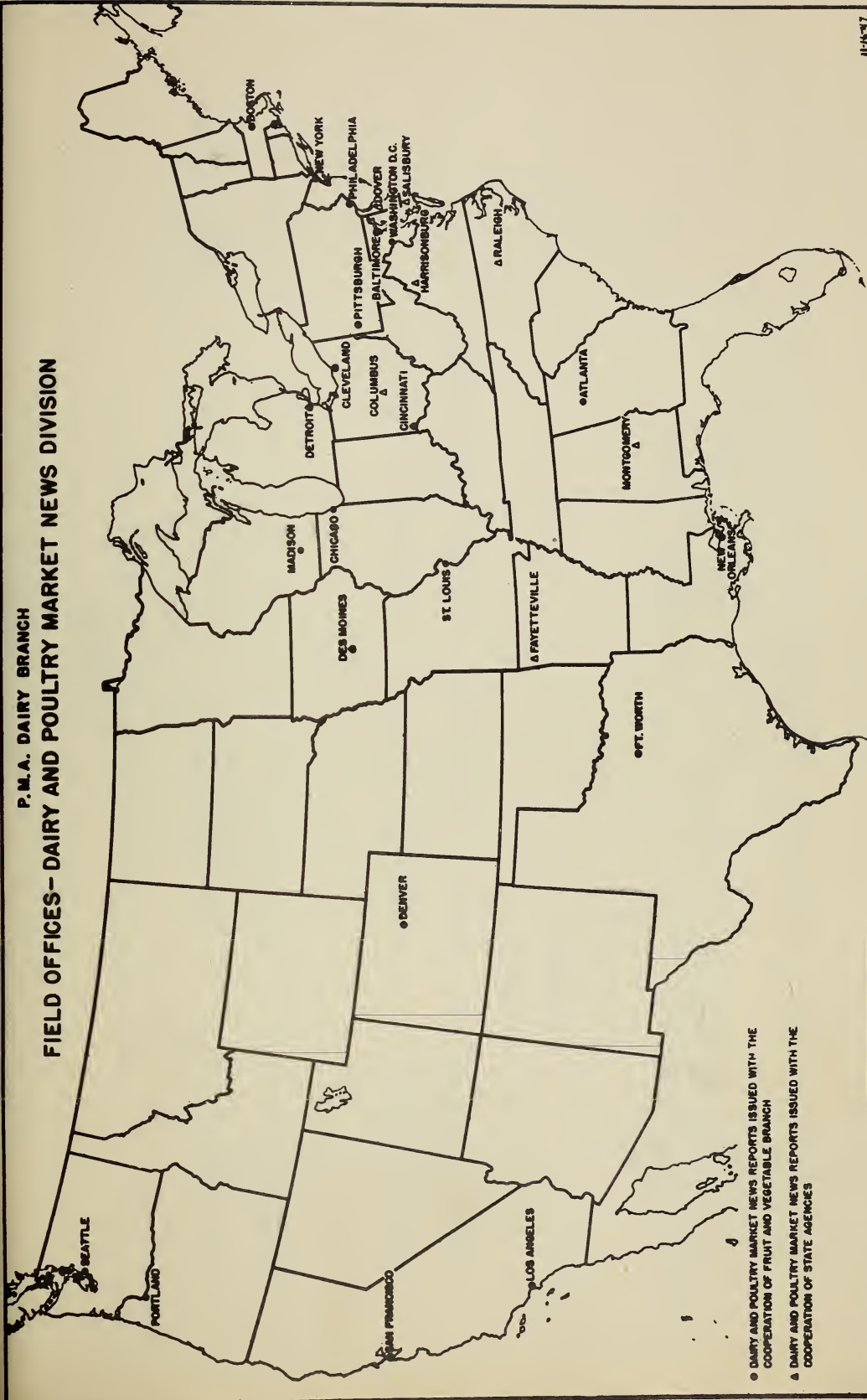
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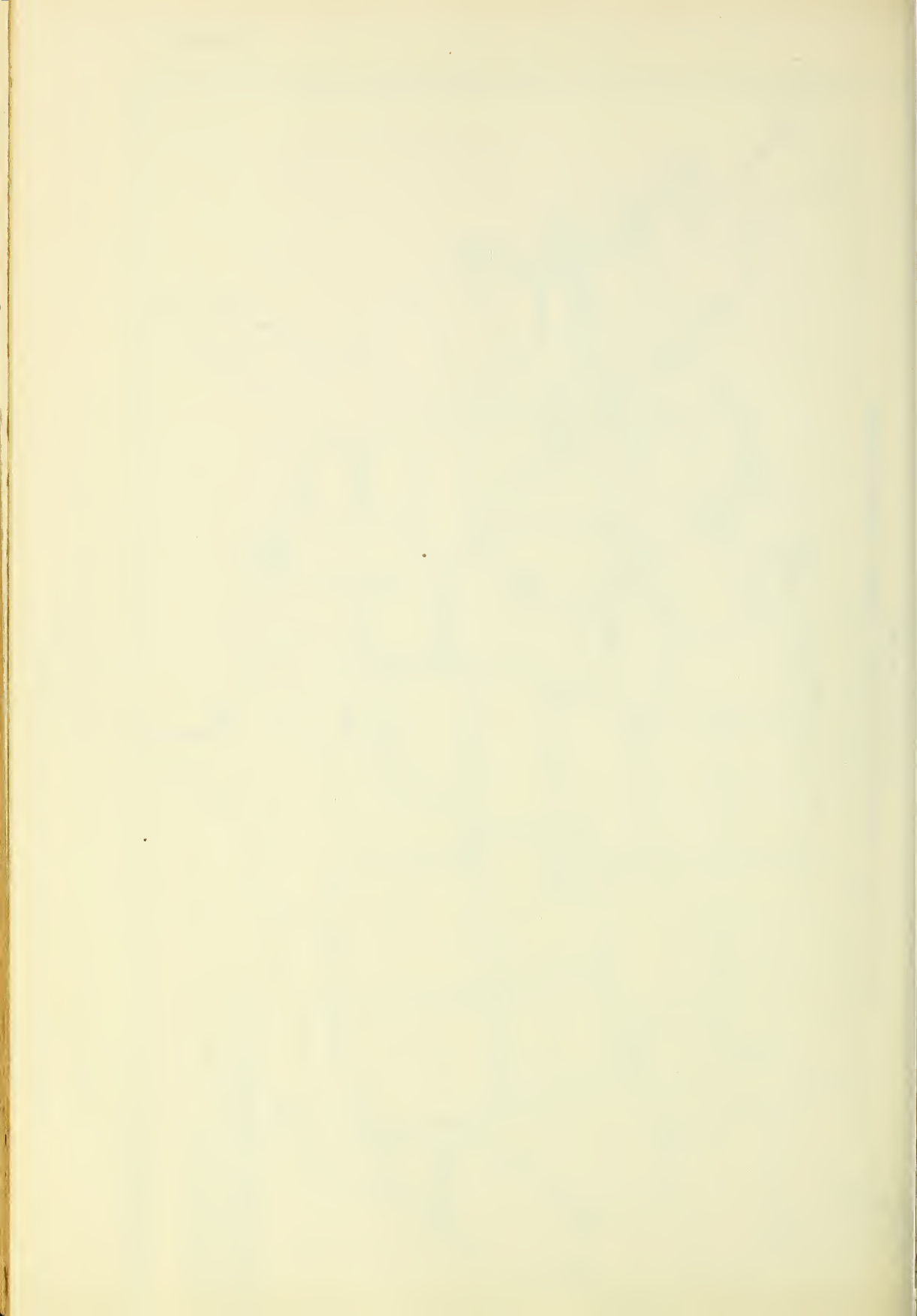


PHILADELPHIA, PENNSYLVANIA
 CHICAGO, ILLINOIS
 OMAHA, NEBRASKA
 SACRAMENTO, CALIFORNIA



P.M.A. DAIRY BRANCH FIELD OFFICES—DAIRY AND POULTRY MARKET NEWS DIVISION

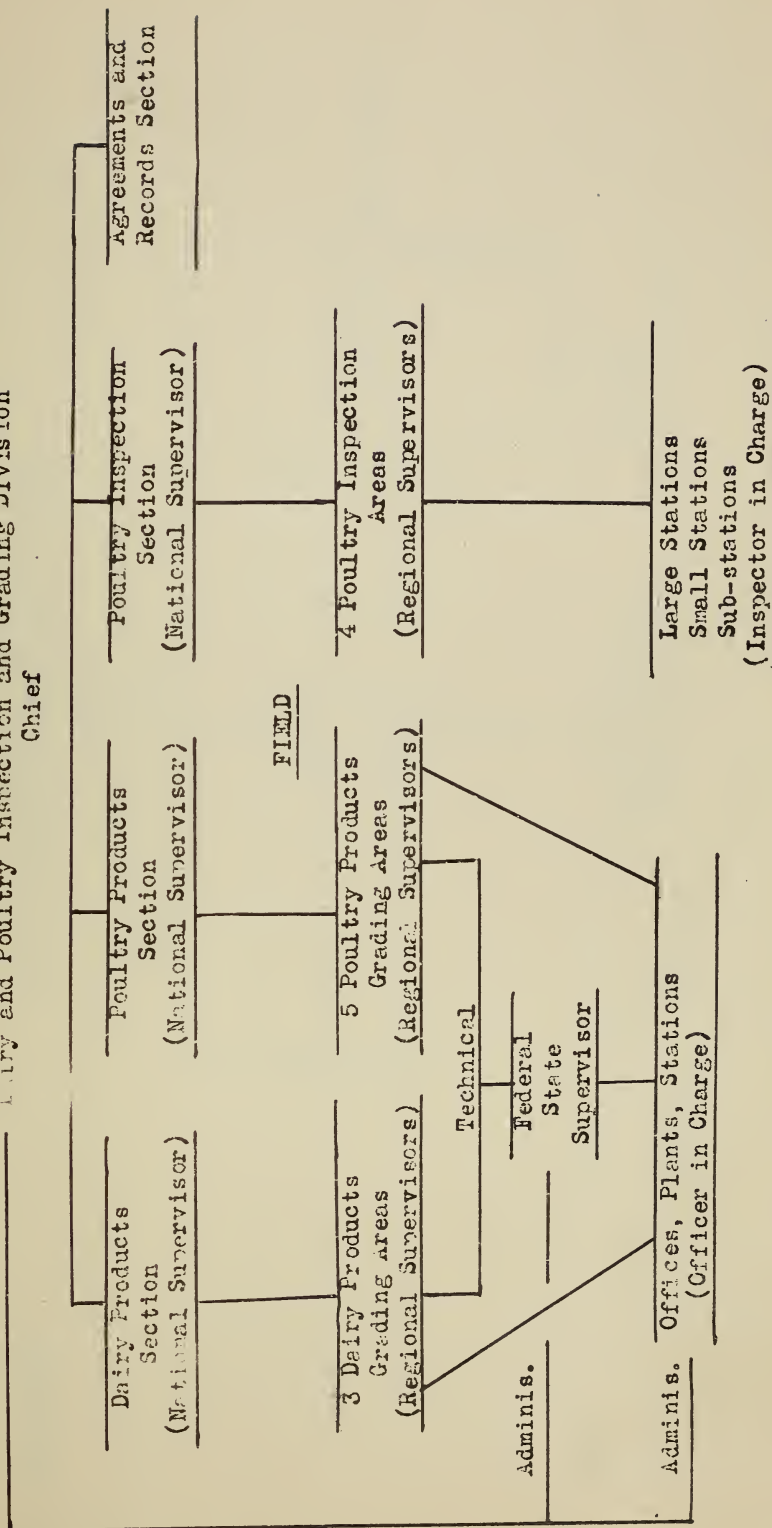




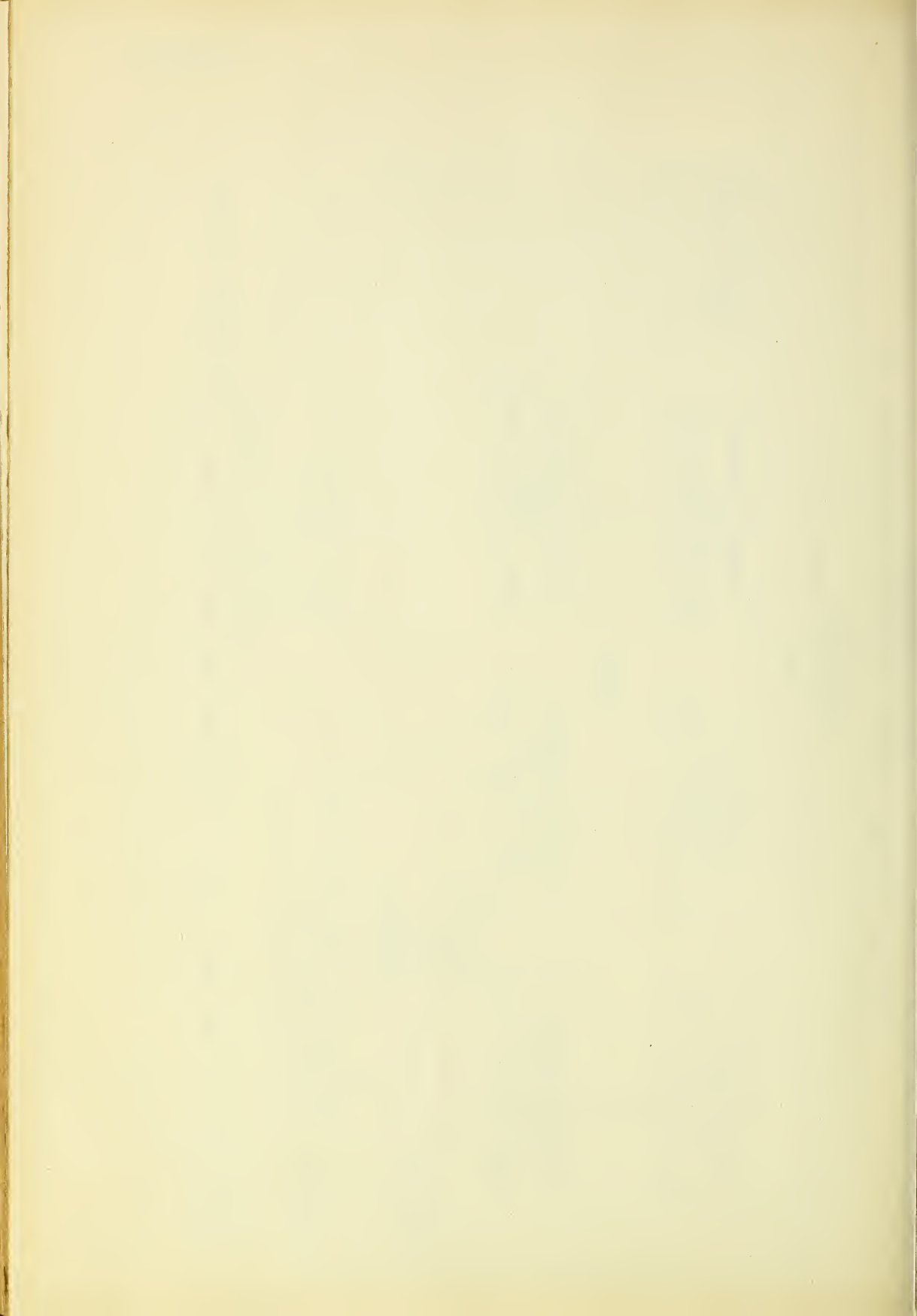
LINES OF SUPERVISION FEDERALLY CONTROLLED INSPECTION AND GRADING FIELD OFFICES 1/

WASHINGTON

Dairy and Poultry Inspection and Grading Division
 Chief



1/ No effort has been made to record on this chart every possible variation of the standard pattern.

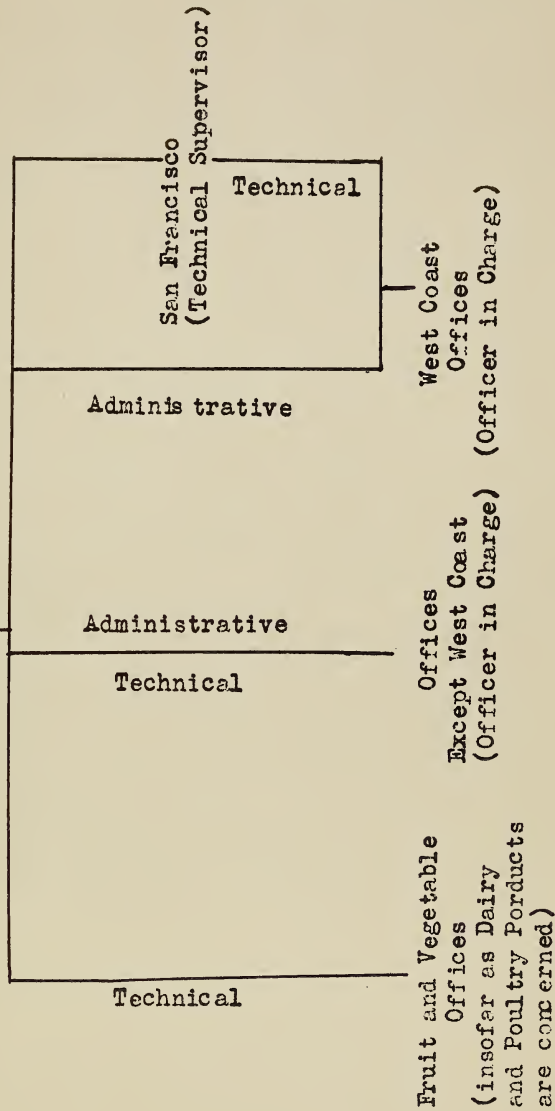


LINES OF SUPERVISION
FEDERALLY CONTROLLED MARKET NEWS FIELD OFFICES

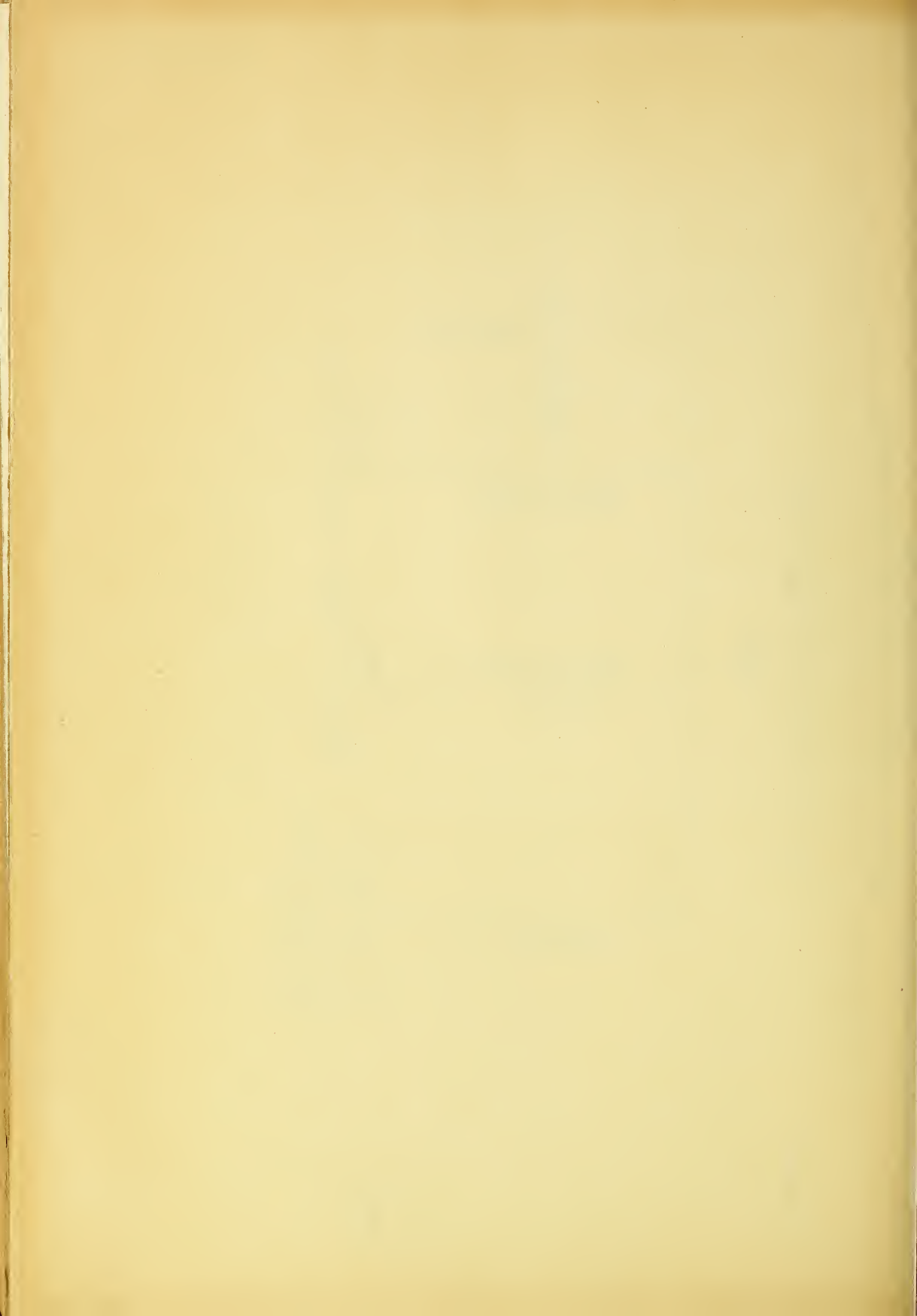
Washington

DAIRY AND POULTRY MARKET NEWS DIVISION

CHIEF



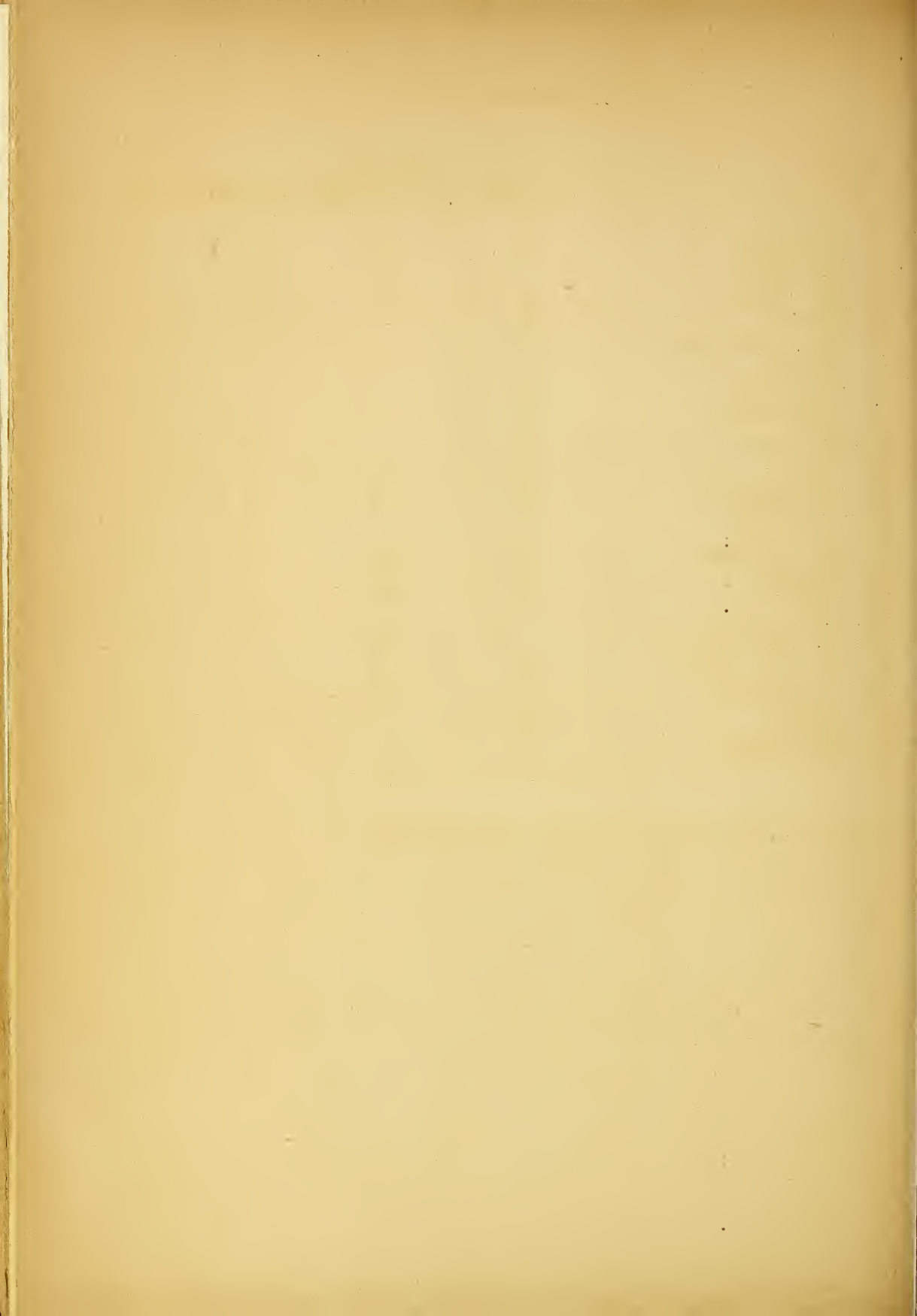
Field



OFFICES PROPOSED FOR STUDY

CITY	ACTIVITY			
	D&P GR.	Mkt. News	P. Insp.	Lab.
1. Chicago	x	x	x	x
2. Cincinnati		x		
3. Cleveland		x		
4. Des Moines	x	x		
5. Detroit	x	x		
6. Kansas City, Mo.	x			
7. Madison		x		
8. Milwaukee	x			
9. Minneapolis	x			
10. Omaha	x			
11. St. Louis	x		x	
12. Topeka	x			
13. Los Angeles *	x	x	x	
14. Portland *	x	x	x	
15. Sacramento			x	
16. San Francisco	x	x	x	x
17. Seattle*	x	x	x	
18. Boston *	x	x	x	
19. Camden, N. J.			x	
20. Harrisburg, Va.		x		
21. New York City	x	x		
22. Philadelphia	x	x		
23. Atlanta		x		
24. Dallas	x			
25. New Orleans		x		

* Inspection and grading and market news combined



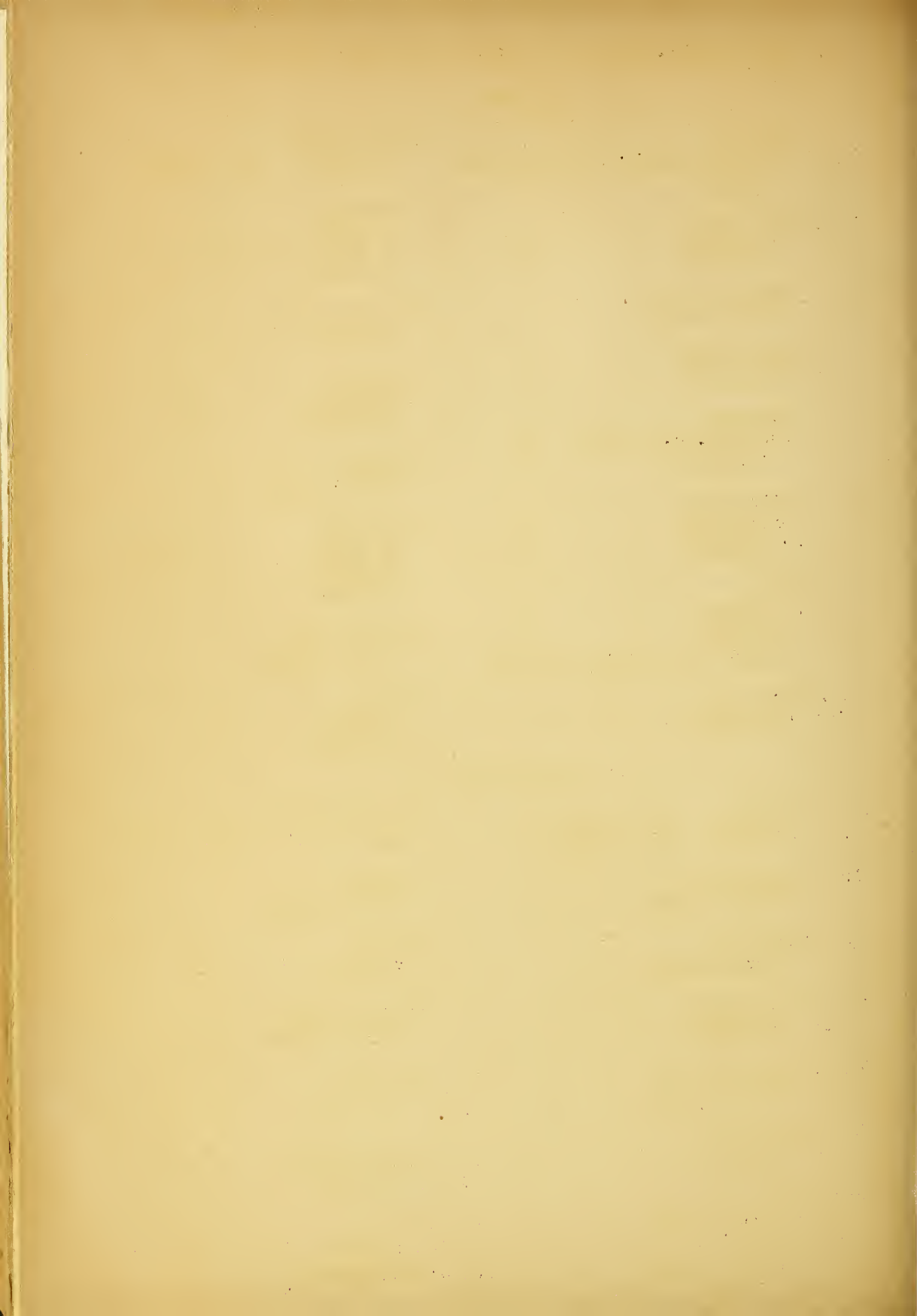
LIST SHOWING COVERAGE OF FEDERAL CLASSIFIED PERSONNEL

GRADING

Chicago		Los Angeles	
2 CAF-5 graders	Not covered	1 Clerk	Not covered
1 Steno	"		
		Portland	
Des Moines		1 CAF-9	"
4 Clerks	2	1 CAF-7	"
		2 Clerks	"
Detroit			
None covered		San Francisco	
		1 Clerk	"
Kansas City			
Complete		Seattle	
		1 CAF-7	"
Milwaukee		2 Clerks	"
1 Cheese Proc. Sup.	"		
2 Clerical	"	Boston	
		None covered	
Minneapolis			
1 Sampler	"	New York	
4 Clerks	"	3 CAF-9	"
		7 CAF-7	"
Omaha		6 Clerks	"
1 CAF-9	"		
2 CAF-7	"	Philadelphia	
(Only one employee covered)		None covered	
St. Louis		Dallas	
Complete		1 CAF-9	"
		3 Clerks	"

MARKET NEWS

Chicago		San Francisco	
1 Clerk	Not covered	3	Not covered
Cincinnati		Seattle	
None covered		None covered	
Cleveland		Boston	
None covered		2 CAF-7	"
Des Moines		Harrisonburg	
Complete		None covered	
Detroit		New York	
None covered		1 CAF-9	"
		2 Clerks	"
Los Angeles			
Complete		Philadelphia	
		Complete	
Portland			
None covered		Atlanta	
		1 Clerk	"
Madison			
None covered		New Orleans	"



DAIRY BRANCH
Activities of Dairy and Poultry Inspection and Grading Division
Field Level

Planning and administration of divisional activities at field level

Submitting for consideration suggestions for use in formulating new policies and operational procedures or for revising current plans and policies. Direction and supervision of activities of the Division within a geographical area.

Instructions and procedures

Submitting for consideration suggested changes in instructions and procedures relating to the inspection and grading activities on all commodities. Issuing supplementary instructions at level of graders, inspectors, and samplers.

Inspection and grading supervision

Direction through review of operations and through individual contacts with Inspection and Grading personnel to assure compliance with rules and regulations and a uniform application of policies and procedures.

Inspection and grading

Investigate and certify to shippers and other interested parties the class, quality, and condition of dairy and poultry products, and to issue certificates covering product inspected or graded.

Cooperative agreements

Keep the cooperating agencies informed as to the developments of the program.

Public and trade relationships

Contact all segments of the industry and public to acquaint them with the inspection and grading services, including day-to-day contacts relating to operating problems.

Selection and training of personnel

Selection and training of individuals for positions as graders, inspectors, and samplers. Arrange and organize grading schools to qualify graders, inspectors, and samplers.

License issuance

Check upon qualifications and recommend individuals for inspector's cards or licenses where such individuals meet all requirements and are qualified to perform the duties for which license is requested.

Label and packaging approval

Approve or reject or forward to Washington office for final action all tags, cartons, labels, and packages bearing the inspection mark of the Poultry Inspection Service.

Appeals

Receive requests for appeal grading and handle such appeals when assigned.

Inspection for government agencies

Perform inspection and grading service for agencies of the Federal Government.

Inspection certificates, financial records, and record forms

Review certificates and reports. Maintain financial and other records covering the billing and collection of fees.

Office services

Duties of a general nature which cannot be specifically identified with the activities previously enumerated.

NOTE: When questionnaires are filled out, employees will be asked to distinguish for each activity, time spent on poultry from time spent on dairy.

DAIRY BRANCH
Activities of the Dairy and Poultry Market News Division
Field

Price reporting

Assembling information regarding current prices of dairy and poultry products in 27 field offices. Except as limitations of personnel prevent, commodities reported include those of greatest local importance. Commodities included on an overall basis are butter, cheese, fluid milk, sweet cream, dry whole milk, nonfat dry milk solids, dried whey, condensed milk, evaporated milk, casein, shell eggs, frozen eggs, dried eggs, live and dressed poultry, and live and dressed turkeys. This activity is supervised by the Washington office. Terminal market prices are reported at Atlanta, Baltimore, Boston, Chicago, Cincinnati, Cleveland, Columbus, Denver, Detroit, Ft. Worth, Los Angeles, New Orleans, New York, Philadelphia, Pittsburgh, Portland, San Francisco and Seattle. Prices for nearby primary markets are reported at Atlanta, Des Moines, Dover, (Del.), Fayetteville, (Ark.), Harrisonburg, (Va.), Madison, (Wis.), Montgomery, (Ala.), Raleigh, (N. C.), and Salisbury, (Md.).

Assembling supply and demand information

Assembling market information required for the service from original sources. This includes volume of sales or purchases, market receipts, storage stocks, dealers' trading stocks, retail movements, and other related information.

Market reports, reviews and summaries

Dissemination of market information and statistics collected and compiled by the market news service through the medium of daily, weekly, monthly and annual reports, reviews and summaries. Mimeographed releases are supplemented by press and radio.

Supervision of work

After the service is established, field office representatives are responsible for supervising of the local work, under direction from Washington. Current reporting operations at the Pacific Coast offices are supervised from the San Francisco office.

Market studies

Studies of marketing procedures and practices necessary for the organization and operation of the market news service. Continuous studies in local markets in order that coverage may be adequate, and the service may be adapted to changes which occur from time to time.

Information furnished other agencies and the trade

Supplying of market information and statistical data by telephone or otherwise to other offices in this Department, to other branches of the Government, and to industry and trade associations, as requested.

Statistical series

Compilation and maintenance of current and historical series of local prices, stocks, receipts, etc.

Office services

Keeping of required administrative records, and other housekeeping duties which cannot be identified with the activities outlined above.

Other

Any activities not covered above.

NOTE: When questionnaires are filled out, employees will be asked to distinguish for each activity, time spent on poultry from time spent on dairy.

ANALYSIS OF PERSONNEL QUESTIONNAIRES FROM
STANDPOINT OF CONVERTING INFORMATION TO
LIST OF ACTIVITIES DEVELOPED BY DAIRY BRANCH
IN CONNECTION WITH DAIRY AND POULTRY GRADING

Chicago

KENNETH L. GOSS

Regional Supervisor (Poultry)

CAT-11

Activity

Identification

1. Planning and administration of divisional activities at field level - Makes suggestions regarding policy memoranda and equipment and facilities needs.
2. Instructions and procedures - Makes suggestions regarding development and revision of operating instructions, operation procedures and departmental directives.
3. Inspection and grading supervision - Reviews work of State Supervisors in administration of all phases of inspection programs for eggs and poultry; interprets, explains, and demonstrates the correct application of instructions, memoranda, operating data, equipment, special contract requirements, etc., to State supervisors and grading personnel. Instructs graders in preparing certificates and records. Maintains uniform interpretation of standards; investigates complaints arising from incorrect application of standards.
4. Inspection and grading - Surveys facilities in grading stations and processing plants and recommends plant approval when all conditions are in conformity.
5. Public and trade relationships - Informs producers, consumers, buyers, tellers, warehousemen, transportation agencies, etc., as to the grade, quality, and condition of eggs, poultry, and advises them concerning the grade, packing, handling, storage, and shipping of poultry products. Maintains working relationships with State officials, college authorities, industry, trade associations, producer and consumer groups, etc., in the marketing of egg and poultry products. Advises and consults with both cooperative and independent operators in marketing of egg and poultry products to assist in establishing training and developing marketing programs based on U. S. standards and grades. Conducts training schools for graders.
6. License issuance - Recruits personnel. Reviews applications for appointment as graders and inspectors
7. Label and packaging approval - - - - -
8. Appeals - Performs regradings and appeal gradings when necessary or assigns and instructs graders who are to conduct regrades or appeal gradings.

9. Inspection for government agencies - Interprets special contract requirements to State supervisors and grading personnel.
10. Inspection certifications, financial records, etc. - - - - -
11. Office Services - Reviews and recommends personnel actions to Personnel Division.

JOSEPH B. WITTSCHIRE

Reports to Goss

CAF-7

Activity Identification

3. Inspection and grading supervision - Assists and works with the various State Supervisors, assisting them with the interpretation of grade standards for shell eggs and poultry. Investigates any reported deviation from published standards or administrative policy. Assists in starting and developing new grading stations. Interprets and explains application of memoranda, purchase contracts and various announcements to State Supervisors and grading personnel.
4. Inspection and grading - Surveys egg processing plants and plant facilities. Recommends necessary changes in operating procedures or faulty equipment. When plant is in full compliance with minimum tentative requirements, recommends plant for approval. Terminal market grading and inspection of shell eggs, dressed poultry, etc.
5. Public and trade relations - Assists various State officials, college authorities, business and consumer groups develop educational programs promoting quality improvement.
6. License issuance - Assists State Supervisors select and train new personnel.
8. Appeals - Appeal gradings included in special assignments.
9. Inspection for government agencies - Interprets application of purchase contracts to State Supervisors and grading personnel.

F. B. FENTON

Regional Supervisor(Dairy)

Activity

Identification

1. Planning and administration of division activities at field level - Assists the Washington office in the development of standards and grades or any revision, and in the development of new phases of industry programs.
2. Instructions and procedures - Assists in the development of over-all memoranda of instruction and procedures affecting the entire scope of the dairy products inspection and grading program.
3. Inspection and grading supervision - Checks the work of each grader and sampler regularly to maintain uniformity in his application of the standards and procedures connections with dairy products inspection and grading. Investigates complaints from industry.
4. Inspection and grading - Surveys, analyzes and determines extent of qualifications of plant, facilities and equipment for compliance with instructions outlined for plants desiring to operate under continuous inspection and makes recommendations for compliance and/or approval.
5. Public and trade relationships - Develops and maintains satisfactory working relationships among industry groups, trade associations, college staffs, Extension and State Agriculture Departments, to promote orderly marketing of dairy products. Contacts executives of the dairy industry and assists in the formulation of individual marketing programs. Assists lay workers and management of plants in concrete problems of manufacturing the various dairy products to correct certain difficulties in manufacturing, as evidenced in the grading of the finished products. Conducts training schools for official graders or members of industry and other interested parties. Prepares and presents papers and talks to industry groups.
6. License issuance - Recruits and assists in recruiting personnel. Trains new graders in procedure and techniques of grading.
7. Label and packaging approval.
8. Appeals - Performs regradings or appeal gradings or makes assignments for handling with proper instructions to such parties.
9. Inspection for government agencies.

10. Inspection certificates financial records, etc. -- Instructs new personnel in the procedures for issuing grading certificates and all related forms in connection with the keeping of necessary records.
11. Office services - Recruits and assists in recruiting personnel and interview applicants for vacancies. Make recommendations for appointment of qualified personnel, promotions, etc.

GEORGE F. DALEY

Grader (Dairy)

CAF-7

Activity
Identification

4. Inspection and grading

KARL E. LINDE

Grader

CAF-7

Activity
Identification

4. Inspection and grading - Dairy and poultry products.
9. Inspection for government purchase - Selects packages of evaporated and powdered milk and observes type, condition and markings of containers for contract compliance.

FLOYD C. NEFZER

Grader

CAF-9

Activity
Identification

4. Inspection and grading - Butter and cheese.
8. Appeals
9. Inspection for government agencies

EDWIN K. BALL

Marketing Specialist

CAF-9

Activity
Identification

4. Inspection and grading - Poultry and eggs
8. Appeals
9. Inspection for government agencies - Regradings covering deliveries of products to U. S. Army facilities

DAVID K. LONG

Grader

CAF-7

Activity
Identification

4. Inspection and grading - Eggs, poultry, milk; repackaging plant inspection and supervision.

9. Inspection for government agencies

BENJAMIN J. BRABIK

Grader

CAF-7

Activity

Identification

4. Inspection and grading - Grades cheese, dry milk, evaporated milk.

9. Inspection for government agencies

DONALD R. BASSETT

Grader

CAF-7

Activity

Identification

4. Inspection and grading - Poultry and poultry products.

8. Appeals - Regrading and appeal gradings covering deliveries to U. S. Army.

9. Inspection for government agencies

ELLEN M. WEBSTER

Administrative Clerk

CAF-5

Activity

Identification

10. Inspection certificates, financial records, etc. - Supervises the preparation of grading certificates, collection of grading fees, maintenance of control and records.
11. Office services - Supervises clerical operations. Maintains liaison with the staff divisions of the area office to secure personnel, supplies, etc. Responsible for the receipt and distribution of incoming mail, files, time and attendance records, other housekeeping duties.

EVELYN E. FUSCO

Clerk-Stenographer

CAF-4

Activity

Identification

5. Public and trade relations - Disseminates routine information concerning sampling and grading activities to the laboratory, dairy trade, etc.
8. Appeals - Receives resampling requests from vendors, obtains manifests from the original grading office, arranges for reassigning sampling operation and grader to the office of destination, receives laboratory reports of analyses, maintains register of sampling recruits and prepares reports for Washington.

10. Inspection certificates - Types and issues and records cheese grading certificates; types fee bills for cheese.
11. Office services - Serves in secretarial capacity to the regional dairy products grading supervisor, maintains office supplies and distributes them as necessary; prepares personnel actions; filing,

JEAN ROSEN

Clerk Typist

CAF-3

Activity

Identification

10. Inspection certificates, financial records, etc. - Prepares billings for shell egg grading service.
11. Office services - Receipt and distribution of incoming mail; receives and relays all incoming phone calls. Receives and distributes all teletype messages for the office and other PMA offices in the New Post Office Building and telephones those for the Dairy and Poultry Office in the Customs House. Time and attendance reports, distribution of bonds; prepares bills of lading; prepares supply requisitions; filing, typing etc.

GRACE HARTY

Clerk

CAF-3

Activity

Identification

3. Inspection and grading supervision - Receives requests by phone and letter from wholesalers, etc., for the inspection of poultry, butter, etc.; assigns inspectors to the various commodities to be inspected. Maintains an inspection book; arranges schedules for inspectors; phones results of local inspections and any out-of-town inspections requested through this office to dealers, other government agencies, etc.
9. Inspection for government agencies - Prepares Federal report showing number of certificates and number hours per grader spent on inspections for Federal agencies.
10. Inspection certificates, financial records, etc. - Assigns certificate numbers for certification of quality for butter to graders, check graders' certificate of quality report, maintains a record of pounds graded per month for certification of quality; checks this against report dealer furnishes at the end of the month. Makes up a report showing the number of pounds actually packaged and number of pounds graded for certification of quality; checks graders' merchandising, computing poundage, checking charges, etc. on all memos for butter, eggs, etc.; assigns certificate numbers, assembles memo and certificate for typist, keeps storage lot books on various commodities; Receives and makes disposition of collection fees for inspection and grading service, allocates fees to proper funds, keeps listings of various

commodities, records receipt of check, check numbers and date. Bills current and delinquent accounts. Makes listing of graders, showing number of certificates and fees per grader.

MARY ANN BESSLER Secretary Reports to Goss
Activity
Identification

CAF-41

3. Inspection and grading supervision - Maintains a running record covering plant operations with reference to solids, palatability and bacteria data on egg-breaking and egg-drying plants.
10. Inspection certificates --Prepares the monthly records of certificates issued for grading work performed in the Springfield, Ill. office. Assists in typing certificates or preparing records for Chicago office staff during time not required for performance of secretarial duties.
11. Office services - Opening and sorting all mail; taking dictation, preparing requests for personnel actions; preparing supply requisitions, forwarding supplies to State offices.

ANALYSIS OF PERSONNEL QUESTIONNAIRES FROM
STANDPOINT OF CONVERTING INFORMATION TO
LIST OF ACTIVITIES DEVELOPED BY DAIRY BRANCH
IN CONNECTION WITH MARKET NEWS WORK

New York

LOUIS F. CHAMPLIN

Marketing Specialist

New York City CAF-12

Activity
Identification

1. Price Reporting - Directs and is engaged in price reporting. Personally contacts members of the trade to gather information pertaining to current market prices. Covers every day the butter and cheese markets and once a week the fluid milk, fluid cream, dry milk and other dairy products. Also performs similar work on poultry and poultry products in absence of assistant.
2. Supervision - Gives technical and administrative direction with respect to market news activities on dairy and poultry products in New York City market.
3. Assembling Supply and Demand Information - Checks storage movement information before release. Knowing the street supply picture through receipt compilations, determines whether a large into storage movement is correct or not. If it appears to be incorrect, further checking is done. Sees to it that all sources of receipts information are complete and that reports made to his office are correctly compiled and released. Before receipt information is released, checks totals to see if they are "in line with normal." If egg receipts, for example, appear abnormally large, checks back on the cards and calls the railroad agent for varification. Sees to it that all new firms are contacted, so that they will make reports to us of receipts. Follows the exchange transactions every morning on butter, for example, observing the offerings, bids, and sales. Sends a "flash" wire every morning which goes to all other markets, showing such sales, bids, and offerings, the tone and likely price trend. His assistant does the same on eggs. Canvasses the dealers and obtains from them their sales, and opinion of the market, their willingness to sell or buy, and any other pertinent information that will permit correct market appraisal. Checks with both buyers and sellers and later in the day lists prices by grade, and writes a comment giving a brief description of the market as to supply, demand, and tone.

4. Market Reports, Reviews, and Summaries - Lists prices by grade and writes a comment giving brief description of the market as to supply, demand, and tone. Price information is released by our bulletins, by radio and press services. Prepares the weekly dairy market review for national distribution. The market reporters at Boston, Philadelphia, Chicago, Atlanta, and San Francisco wire in each Thursday a resume of their markets on butter and other dairy products. Combines this information with New York City reports and prepares a national review of prices, supply and demand factors, tone and general market trend. All receipts information is released daily and once a month by State of origin and later in a yearly report by State of origin. Makes sure that reports as to storage movement are correctly compiled and released. The receipts and cold storage movement information on butter, eggs, etc., is compiled by four clerks under his supervision. Responsible for the preparation of comprehensive analytical reports designed to present the current over-all market situation for the use of producers and the trade in conducting commercial transactions or for other purposes; develops data for, prepares and issues analyses of commodity market operations and prepares national weekly market reports on dairy products and poultry products as assigned, such reports being released to mailing lists, wired to other field offices of the division for release, and to the press, trade journals and radio stations. Directs the work of subordinate technical and clerical personnel engaged in the compilation of summaries of market and related data.
5. Market Studies - The advent of trucks has complicated the compilation of receipt information. Sees to it that all new firms are contacted so that they will make reports of their receipts. When firms are reluctant to cooperate or are negligent in mailing in reports, visits with such firms and endeavors to improve relations or explain to them the necessity of such reports. Some large cooperatives and auctions ship eggs and poultry by truck direct to chain stores, hotels, restaurants, etc. Contacts such shippers and arranges to have them report. Must constantly keep on top of dealers who report butter, eggs, cheese, dressed poultry, etc., to see that they cooperate and follow through. Responsible for local cooperative market news work on live poultry with the New York State Department of Agriculture and Markets and the New York City Division of Markets. Attends and participates in conferences with representatives of trade, mercantile exchange, trade associations and marketing officials for the purpose of developing and improving the market news service.

6. Information furnished other agencies and the trade -
Attends market news conferences with the trade, talks to college groups who visit the market, answers questions by phone and in person as to condition of markets, storage holdings, government purchases, etc. Various newspapers phone for information as to why prices have worked higher or have declined. City and state market group use bulletins to obtain the supply picture and price trend. Banks call for price information as a basis for making loans. Railroads use prices for settling claims.
7. Statistical Series - - - -
8. Office Services - - - -

RUSSELL S. SMITH

Marketing Specialist

New York

CAF-11

Activity
Identification

1. Price Reporting - Personally contacts members of the trade to gather information pertaining to current market prices. Reports developments and determines prices to be published for the various dairy and poultry products.
2. Supervision - Assists Officer in Charge of New York City branch office in supervising market news work; as assigned, has supervisory responsibility (technical and administrative) for market news activities at

New York City, San Francisco, Chicago and other branch offices, and at Boston where inspection, grading, and sampling services and supervision are included under administrative supervision of the Chief of the Inspection and Grading Division.

3. Assembling Supply and Demand Information - Securing information on commercial movements of dairy and poultry products. Personally contacts members of the trade to gather information pertaining to demand, supply, trend, and conditions.
4. Market Reports, Reviews, and Summaries - Editing and publishing market information in condensed form on mimeographed reports for dissemination in daily, weekly, monthly, and yearly releases by leased wire, to other branch offices, to regular mailing lists, etc.
5. Market Studies - Conducts studies of changes in marketing practices as they relate to market news. These include new processed, transportation development, new packages, reduction of shipping losses, consumer preferences, etc. Attends conferences with representatives of the trade, producer associations, etc. for the purpose of expanding and coordinating market news projects.
6. Information Furnished Other Agencies and the Trade -
7. Statistical Series - Directs the preparation of comprehensive statistical and analytical reports.

JESSIE B. BLAIR

Clerk

CAF-5

Activity (Very indefinite duty description)
Identification

1. Price Reporting - Takes butter and egg flash from officer in charge over phone, showing sales, offers and bids on butter and eggs on the New York Mercantile Exchange with indications as to possible price changes for the day. Receives by phone flash on live poultry prices from representatives of New York State Department of Agriculture. Also receives by phone a detailed report on the live poultry market. Keeps a daily tabulation of butter, eggs, and live poultry prices which are totalled and averaged monthly.

3. Assembling Supply and Demand Information - Calls cold storage warehouses daily to obtain receipts and deliveries and stock balance on hand for butter, cheese, eggs, etc. I mail a cold storage report to Washington showing stocks on hand.
4. Market Reports, Reviews, and Summaries - During November and December cuts a daily turkey report stencil showing turkey prices, supplies and tone for New York City and other important markets; maintains mailing lists.
6. Information furnished other agencies and the trade - Intermittently through the day, there are many phone calls requesting information on prices of various commodities, production reports and current information on supplies.
8. Office Services - Prepares requisition for supplies, periodical, etc., time and attendance reports, certificates of services for salary payment for cooperative employees, reports on administrative expenses, travel vouchers; handles personnel matters, correspondence for officer in charge; supervises general clerical work of office.

1. The first part of the document

is a list of names

and addresses. The names are listed in two columns, with the addresses listed below them. The names are: John Doe, Jane Smith, and Robert Brown. The addresses are: 123 Main Street, 456 Elm Street, and 789 Oak Street.

The second part of the document is a list of names and addresses. The names are listed in two columns, with the addresses listed below them. The names are: John Doe, Jane Smith, and Robert Brown. The addresses are: 123 Main Street, 456 Elm Street, and 789 Oak Street.

The third part of the document is a list of names and addresses. The names are listed in two columns, with the addresses listed below them. The names are: John Doe, Jane Smith, and Robert Brown. The addresses are: 123 Main Street, 456 Elm Street, and 789 Oak Street.

The fourth part of the document is a list of names and addresses. The names are listed in two columns, with the addresses listed below them. The names are: John Doe, Jane Smith, and Robert Brown. The addresses are: 123 Main Street, 456 Elm Street, and 789 Oak Street.

DOMESTIC PRICE SUPPORT, INTERNATIONAL AND OTHER SUPPLY
PROGRAMS - POULTRY BRANCH

WORK LOAD DATA

Fiscal Year	Organization Unit	Program	Actual Expenditures (Dollars)	Adjusted Expenditures (Dollars) 1/	PERSONNEL	
					No. Employees	Top Grade
1947	FMA - Poultry Branch Operations Div. Program Div.	Price Supp. Section 32 Supply	\$59,932,425 10,700,000 81,793,996	\$28,168,239 5,029,000 38,442,996	27 2/ (Wash. only)	2 CAF-14 3/ 2 CAF-14 3/
1945	Office of Supply: Procurement & Price Support Branch: Sales Branch	Section 32 Supply	3,072,000 219,696,000	1,966,080 140,607,240	40 (Wash. only)	1 CAF-14
1941	Surplus Marketing Admin. Sec. 32 Poultry Division Economic analysis and program planning in connection with purchase and food stamp programs.	Sec. 32	3,213,263	3,213,263	19	1 P-6
	Purchase Division, Dairy & Poultry Section - Purchase Operations.	Supply	11,201,737	11,201,737	81 (incl. dairy)	

1/ Adjusted on basis of BLS index of wholesale agricultural prices to remove inflationary tendencies.

2/ Does not include personnel in Office of Director.

3/ These two CAF-14's represent the Chiefs of the two divisions. In addition to the two CAF-14 division chiefs, there are three employees at grades DA-26, DA-25, and DA-24, in the Office of the Branch Director, whose duties are at least partially concerned with the activities listed above.

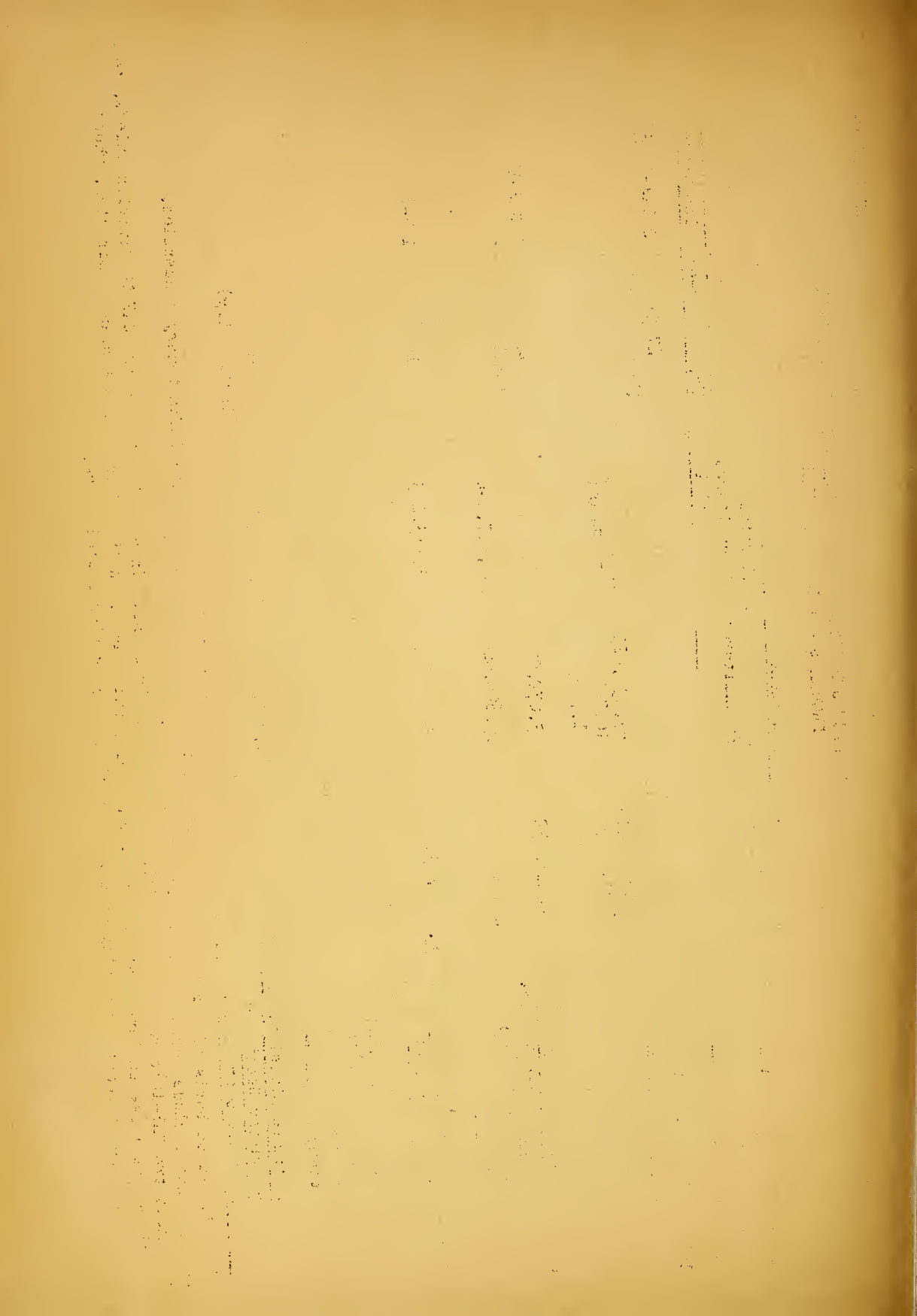


EXHIBIT 15

WORK LOAD DATA - ADMINISTRATIVE UNIT

January 1, 1947 through December 31, 1947

A. Budget

1. Man-month reports prepared or reviewed	96
2. Number of Funds	6
3. Number of Allotment Advices	25
4. Number of Personnel Ceiling Adjustments	6

B. Fiscal

1. Continental travel authorizations issued	13
2. Special trip travel authorizations issued	150
3. Books of travel requests issued	150
4. Number of travel requests on which a control was maintained	1500
5. Memorandum records maintained (by personal services, travel and all other)	15
6. Number of postings made to memorandum records	900
7. Reconciliations made between memorandum records and reports received from the Fiscal Branch	360
8. Travel vouchers reviewed and approved	173

C. Personnel

1. Personnel actions initiated	50
2. Requests for new positions	4
3. Quarterly training reports prepared	4
4. Annual report on negro employment	1
5. Conducted training program on efficiency ratings	1

D. Administrative Services

1. Requisitions for supplies prepared and approved	52
2. Requisitions for equipment prepared and approved	20
3. Orders for printing and duplicating prepared and approved	250
4. Shop orders prepared and approved	80
5. Orders for telephone installations	10
6. Telegrams checked to determine appropriation chargeable	1500
7. Messenger trips provided	5000
8. Correspondence filed (alphabetically and by subject matter)	39,000
9. Property record cards maintained	600
10. Building passes and identification cards issued	100
11. Conference rooms arranged for	75
12. Specifications for inter-office communication equipment prepared	1
13. Annual property inventory conducted	1

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is essential for the proper management of the organization's finances and for ensuring transparency in all dealings.

2. The second part of the document outlines the various methods used to collect and analyze data. It describes how this information is used to identify trends, assess risks, and make informed decisions about the future of the organization.

3. The third part of the document focuses on the implementation of these findings. It details the steps taken to put the recommendations into practice and the challenges encountered along the way. It also discusses the ongoing nature of this process and the need for continuous improvement.

4. The fourth part of the document provides a summary of the key findings and conclusions. It highlights the most significant results of the study and offers suggestions for further research and action. It concludes by reiterating the importance of the work described in the document and the commitment to achieving the organization's goals.

Alternative 2

For Increasing Emphasis on Research

RESEARCH DIVISION

Standardization Research
and Development
Research in By-products
Utilization and New Uses
Methods and Equipment
Research
Research in Minimizing
Losses in Channels of
Trade
Research - Economic
Laboratory Operation
RMA Projects

MARKET PRACTICES DIVISION

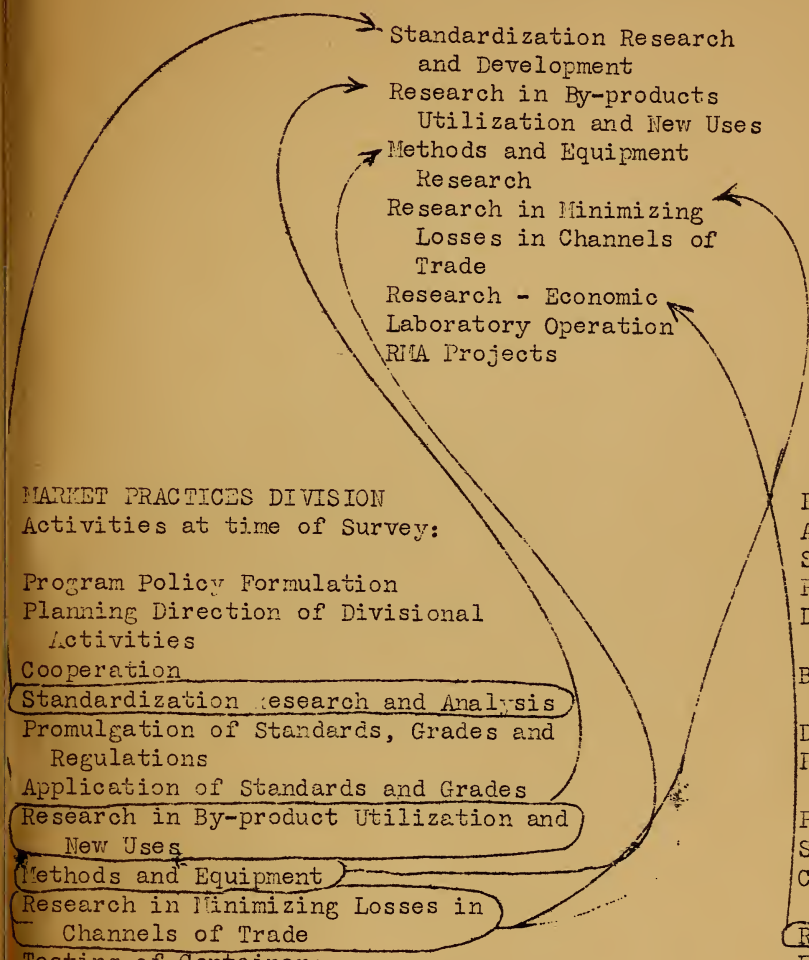
Activities at time of Survey:

Program Policy Formulation
Planning Direction of Divisional
Activities
Cooperation
Standardization research and Analysis
Promulgation of Standards, Grades and
Regulations
Application of Standards and Grades
Research in By-product Utilization and
New Uses
Methods and Equipment
Research in Minimizing Losses in
Channels of Trade
Testing of Containers
Laboratory Supervision and Laboratory
Operation
Operational Aids of Division & Branch
Publications and Educational Materials
Administrative Services
Other

PROGRAM DIVISION

Activities at time of
Survey:

Program Policy Formulation
Docket Preparation and
Review
Bulletin Preparation and
Review
Disposal of CCC Study
Production Economics and
Goals
Program Review
Statistical Services
Current Analysis of Supply
and Demand
Research - Economic
Export and Import Infor-
mation
Trade Relations
Special Assignments
Administrative Services
Other



Alternative 3

For Increasing Emphasis on Research

RESEARCH DIVISION

Research in By-products
Utilization and New
Uses
Methods and Equipment
Research
Research in Minimizing Losses
in Channels of Trade
Research - Economic
RMA Projects
Laboratory Operation

MARKET PRACTICES DIVISION

Activities at time of Survey:

Program Policy Formulation
Planning Direction of Divisional
Activities
Cooperation
Standardization Research and Development
Promulgation of Standards, Grades and
Regulations
Application of Standards and Grades
Research in By-Products Utilization and
New Uses
Methods and Equipment Research
Research in Minimizing Losses in
Channels of Trade
Testing of Containers
Laboratory Supervision and Operation
Operational Aids for Division & Branch
Publications and Educational Materials
Administrative Services
Other

PROGRAM DIVISION

Activities at time of
Survey:

Program Policy Formulation
Docket Preparation and Re-
view
Bulletin Preparation and
Review
Disposal of CCC Study
Production Economics and
Goals
Program Review
Statistical Services
Current Analysis of Supply
and Demand
Research - Economic
Export and Import Informati
Trade Relations
Special Assignments
Administrative Services
Other

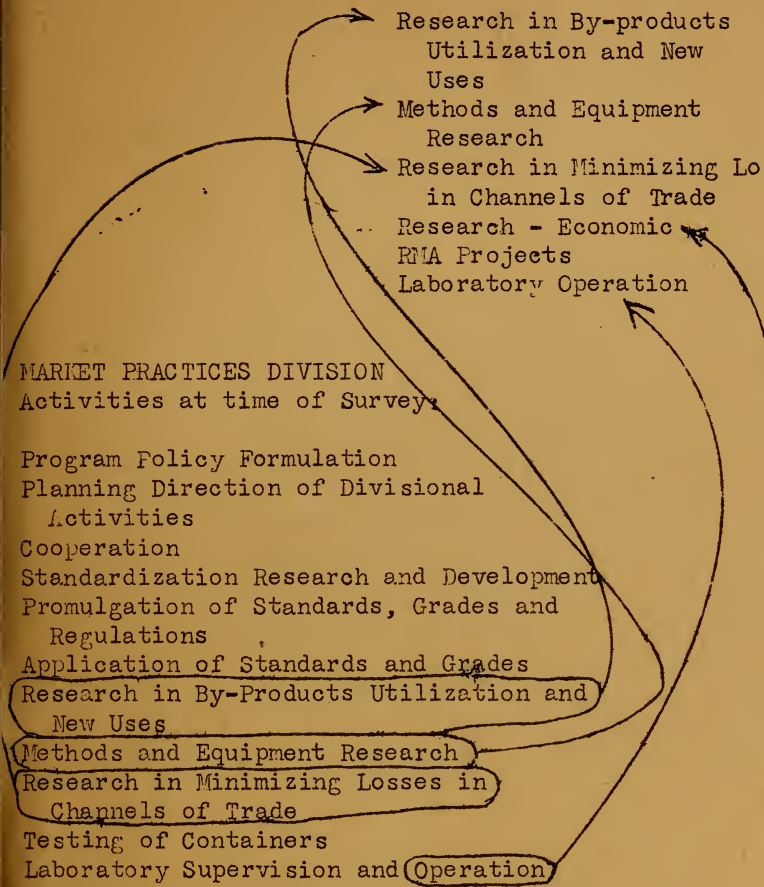


EXHIBIT 18

*Summary of Current & Obsolete Positions - Poultry Branch

	Total Employees	Status of Position Descriptions		
		Current	Revisable	Obsolete
Office of Director	8	4	1	3
Administrative Group	4	2	0	2
Market Practices Div.	12	7	0	5
Operations Div.	15	5	1	9
Program Div.	12	4	0	8
	<hr/>	<hr/>	<hr/>	<hr/>
	51	22	2	27

* These figures are based on comparisons of completed questionnaires against present job descriptions.

CURRENT POSITION - No changes required

REVISABLE POSITION - Only minor changes such as names, organization designations, etc., which appear in description bodies or headings.

OBSOLETE POSITION - Duties and responsibilities changed materially.

Tabulation of Current, Revisable and Obsolete Positions
Poultry Branch

Office of Director

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
DA-26	1		1	
DA-25	1	1		
DA-24	1	1		
P-6	1			1
CAF-7	1	1		
CAF-5 <u>1/</u>	2	1		1
CAF-4	<u>1</u>	<u> </u>	<u> </u>	<u>1</u>
	8	4	1	3

Administrative Group

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
CAF-9	1	1		
CAF-5 <u>2/</u>	1			1
CAF-3	1			1
CPC-3	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>
	4	2	0	2

Market Practices Division

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
CAF-14	1	1		
P-6	1	1		
P-5	1	1		
CAF-12	1	1		
CAF-11	1	1		
CAF-9	3	1		2
CAF-5	1			1
CAF-4	2			2
CAF-3	<u>1</u>	<u>1</u>	<u> </u>	<u> </u>
	12	7	0	5

1/ One of these positions shows as CAF-4 at time of survey.

2/ Position shown as CAF-4 at time of survey

Operations Division

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
CAF-14	1		1	
CAF-13	1			1
CAF-11	2			2
CAF-9	1	1		
CAF-7	4	2		2
CAF-5	2	1		1
CAF-4	1			1
CAF-3	3	1		2
	<u>15</u>	<u>5</u>	<u>1</u>	<u>9</u>

Program Division

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
CAF-14	1			1
P-6	1	1		
CAF-12	1	1		
P-5	1	1		
CAF-11	1			1
P-1	1			1
CAF-5	2	1		1
CAF-4	2			2
CAF-3	1			1
CAF-2	1			1
	<u>12</u>	<u>4</u>	<u>0</u>	<u>8</u>

*Assignments Pending Organization Alignment
Functionally & Position-Wise

<u>Grade Level</u>	<u>Total Employees</u>	<u>Status of Positions</u>		
		<u>Current</u>	<u>Revisable</u>	<u>Obsolete</u>
CAF-14	1			1
P-6	1			1
CAF-11	2			2
CAF-5	1			1
CAF-4	1			1
	<hr/>	<hr/>	<hr/>	<hr/>
	6			6

- * This group consists of employees of the three Divisions who have been assigned to initiate the work on Marketing Research Projects and each position will need to be written in line with present responsibilities. Recently six new additional employees were added to this group.

Tabulation of Grades of Personnel
Poultry Branch

Totals by Grades

DA-26	1	P-6	3	CFC-3	1
DA-25	1	P-5	2		
DA-24	1	P-1	1		
CAF-14	3				
CAF-13	1				
CAF-12	2				
CAF-11	4				
CAF-9	5				
CAF-7	5				
CAF-5	8				
CAF-4	6				
CAF-3	6				
CAF-2	1				

